

Improving Rehousing & Housing Supply

5-Year Strategic System Improvement Plan to Prevent and End Homelessness in the City of Detroit



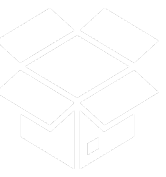
Barbara Poppe and associates
The collective for impact

Prioritization Survey Combined Results

Prepared for Discussion by the Planning
Team

12/2/23

Co-chairs: ReGina and Julie
BPA team: Donna and Barb



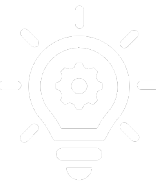
Planning Project Overview

Overall Charge: Develop a Strategic System Improvement Plan for the community's homelessness response system

Community Planning Sessions' Charge: Recommend Critical Improvements and Transformations

Our Focus:

Rehousing strategies and services, and the utilization of rental subsidies, must be dramatically improved and reorganized to support people to successfully exit from homelessness into permanent housing more quickly, efficiently, and stably.



Community Planning Sessions' Purpose

Generate potential solutions or strategies, including:

- **IMPROVEMENTS** to be made within existing efforts and programs (e.g., staffing and role clarification, streamlining, policies and practices, improved partnerships, improved public policy, etc.)
- **INNOVATIONS** to be tried and tested to support transformation of approaches (e.g., new models, new partnerships, new services and staffing designs, new capacity-building efforts, etc.)

Community Planning Session Participation

Topic	# RSVPs	# Attendees	% PWLEH
11/8 12:30-2:30PM Permanent supportive housing	123	105	48%
11/8 3-5PM Rapid rehousing	77	55	31%
11/9 9:30-11:30AM Vouchers, utility assistance & other financial assistance	131	96	23%
11/9 3-5 PM Affordable housing supply, including land bank homes, assisted & public housing + new housing models	98	64	27%
11/13 3-5 PM Housing navigation & landlord engagement	90	95	38%
11/14 3-5 PM Integrating access to all types of housing and rehousing supports within Homelessness Response System	117	66	19%

Process: Online Prioritization Survey

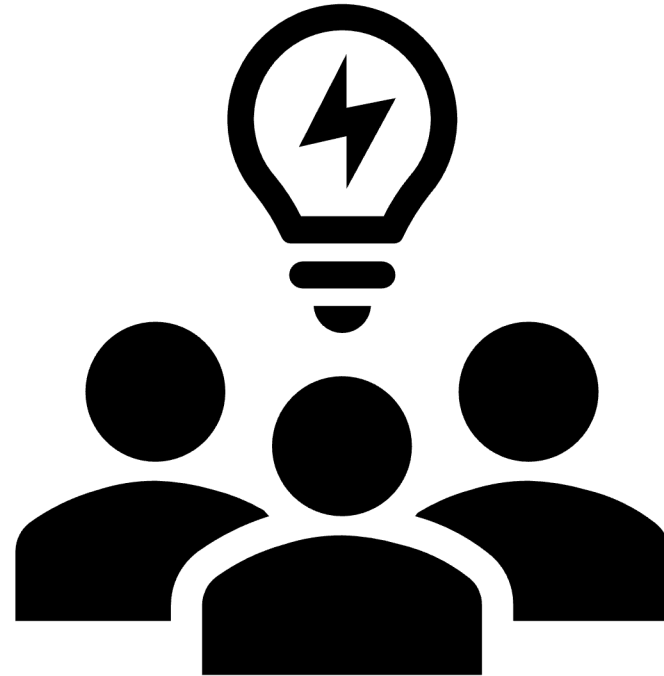
- Potential solutions were identified during the Jam Sessions conducted during each Community Planning Session. All ideas that were generated can be found at this link:
<https://detroitmi.gov/departments/housing-and-revitalization-department/homelessness-strategic-planning-project/strategic-plan-meeting-minutes>
- These solutions were used to form the basis for an electronic survey to prioritize among ideas.
- The Admin Team, in partnership with the BPA team, developed and issued the survey.
- The survey was issued by HRD to all who participated and had been invited to participate.
- The survey was open during the period, 11/28 – 11/30.
- The survey was administered and analyzed by the BPA team for presentation to the Planning Team.

Prioritization Considerations

- What are the most important activities?
- What should be started during 2024?
- What would success look like or how should we measure success?
- What community partners and resources should be engaged?

Who
participated
in the survey?

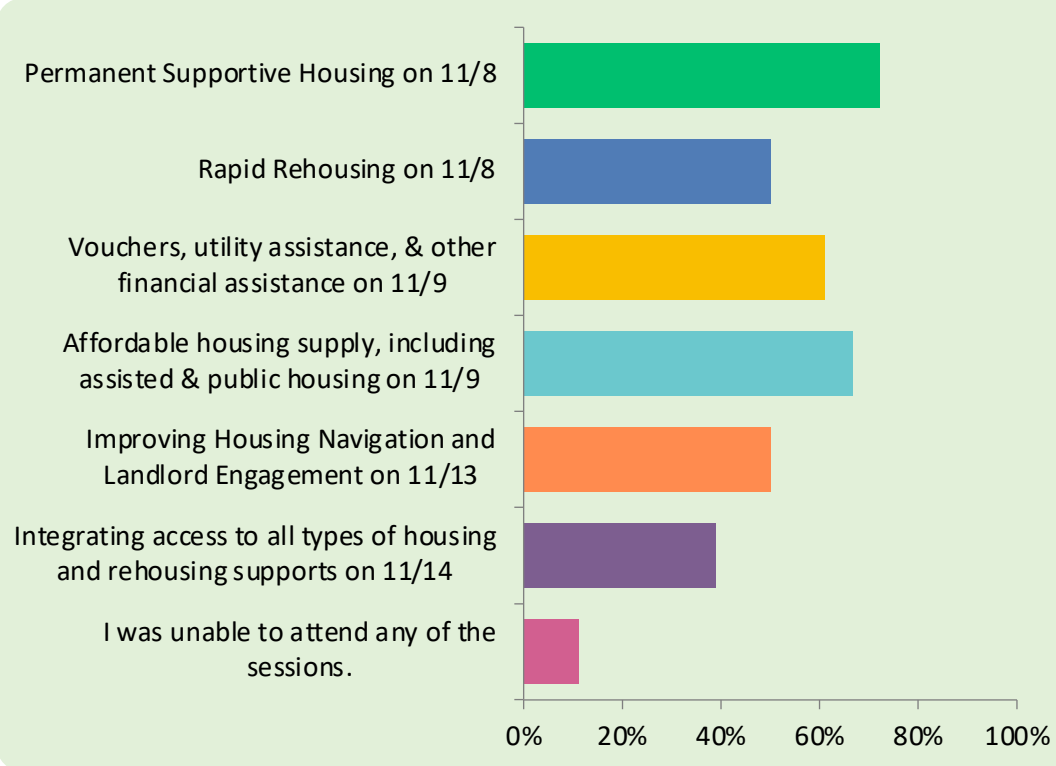
80 Detroit residents who are
passionate about improving the
response to homelessness



Q1: Improving Rehousing and Housing Supply Community Planning Sessions. Please select each session that you attended:

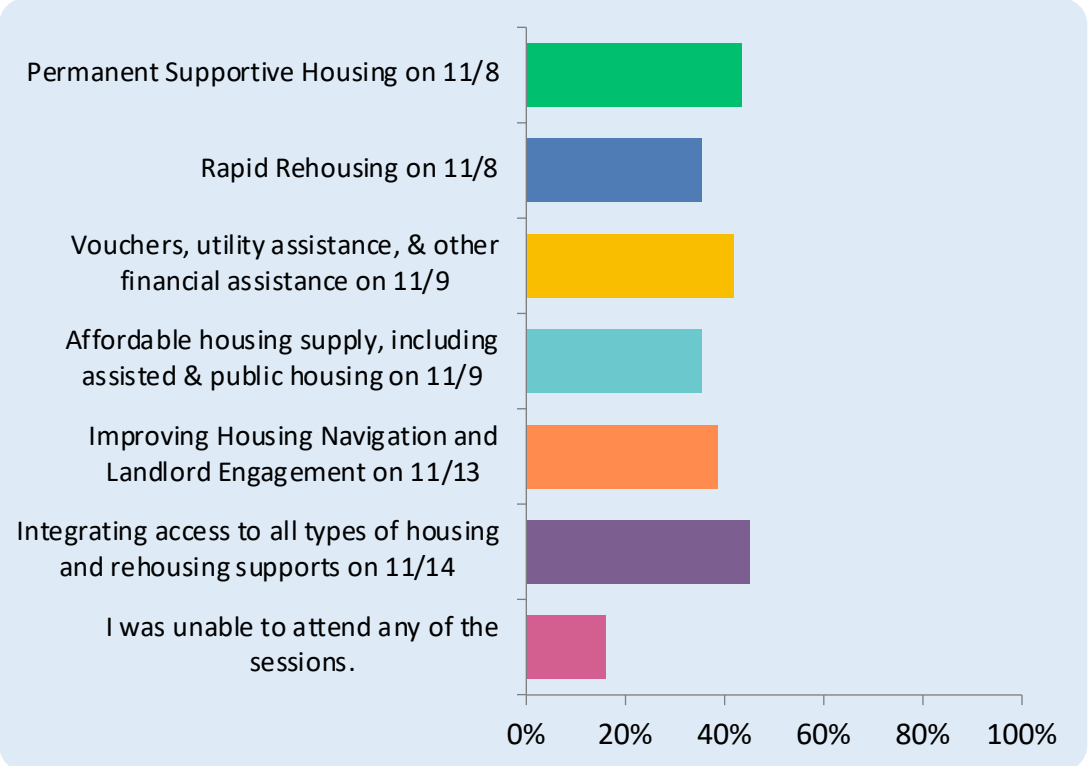
Respondents: People with Lived Experience of Homelessness

Answered: 18 Skipped: 0



Respondents: Other

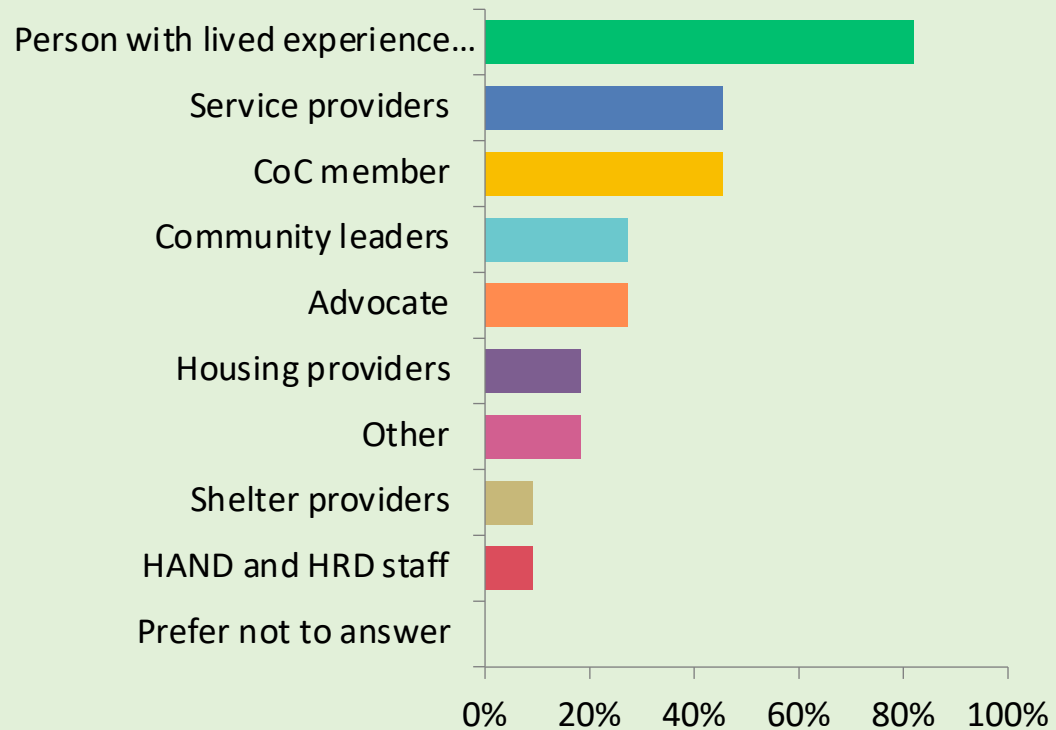
Answered: 62 Skipped: 0



Q27: In what ways do you participate in the homelessness response system? [select all that apply]

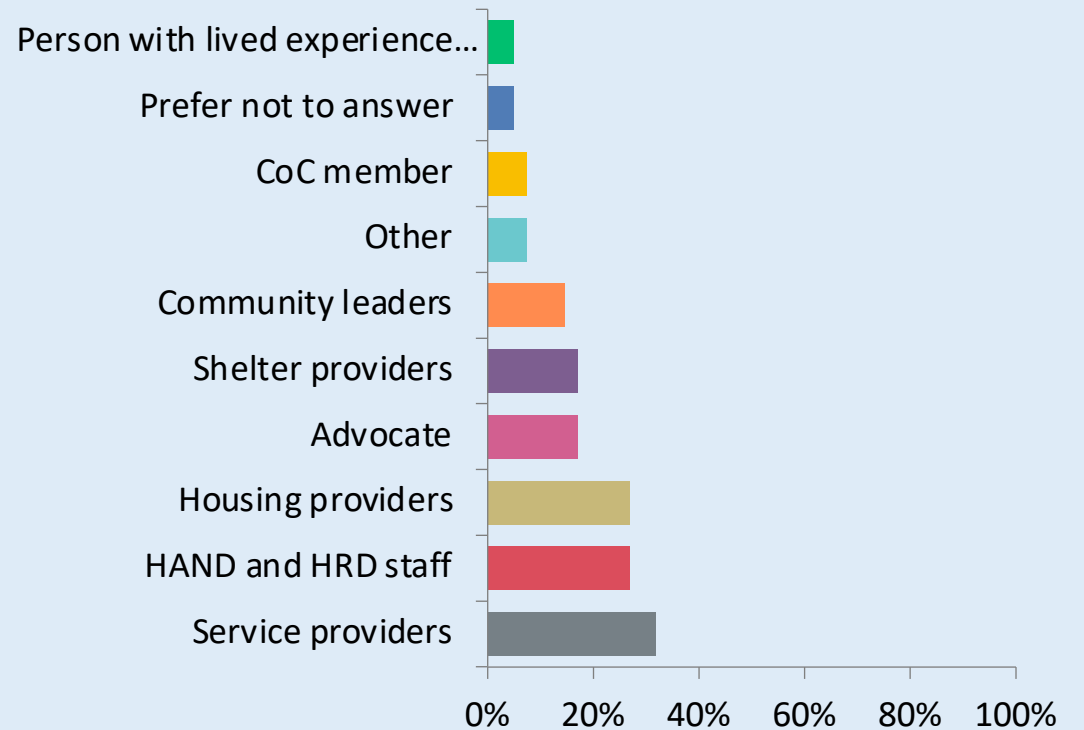
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

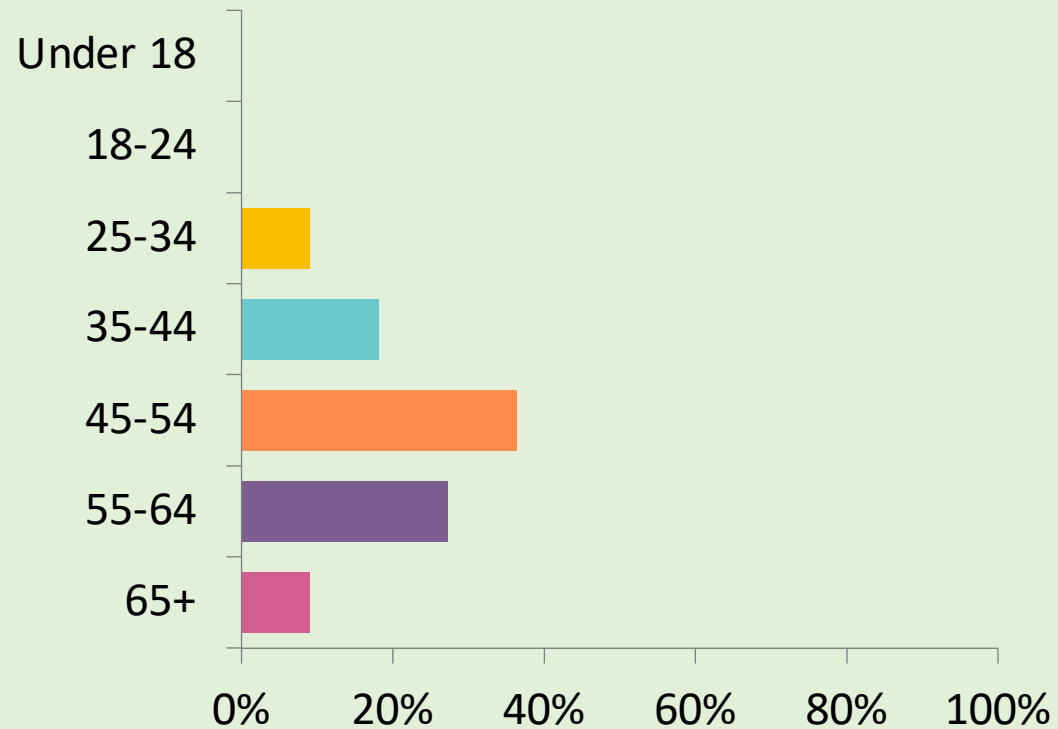
Answered: 41 Skipped: 21



Q28: What is your age?

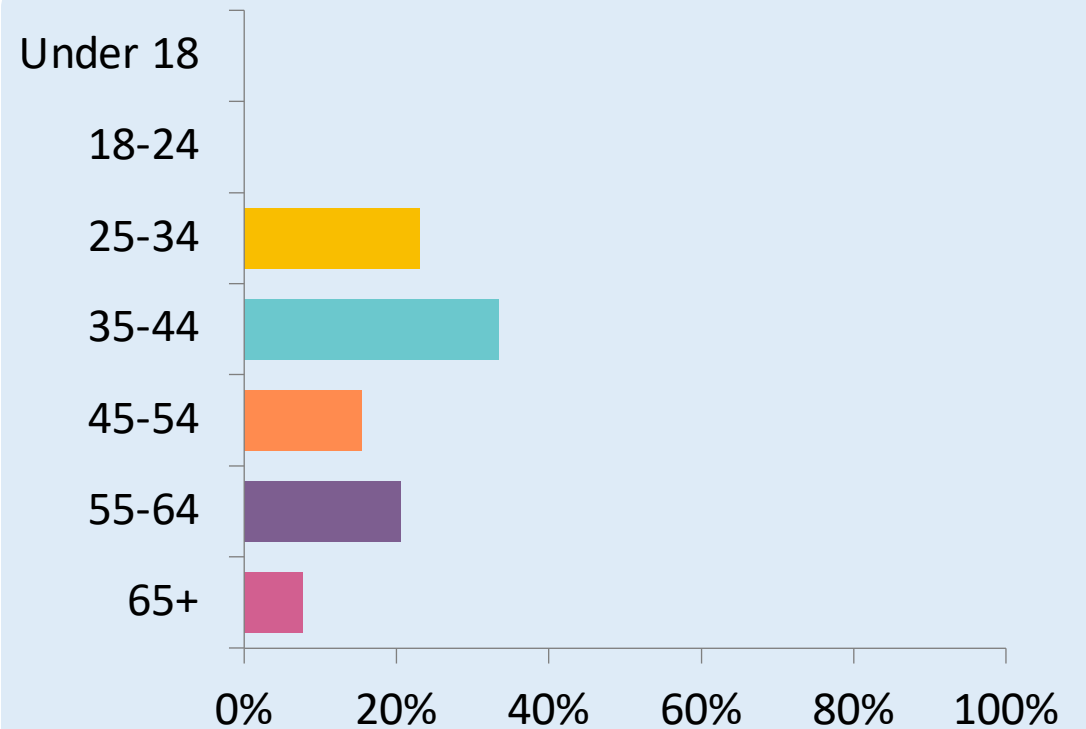
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

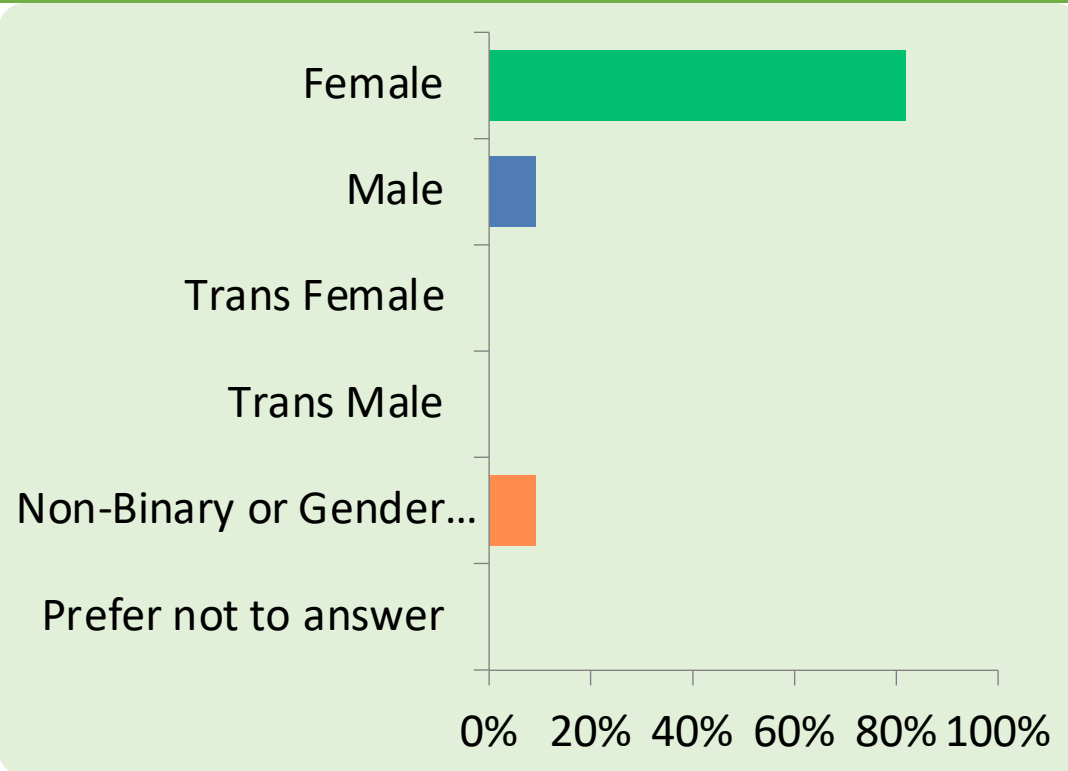
Answered: 39 Skipped: 23



Q29: What is your gender identity?

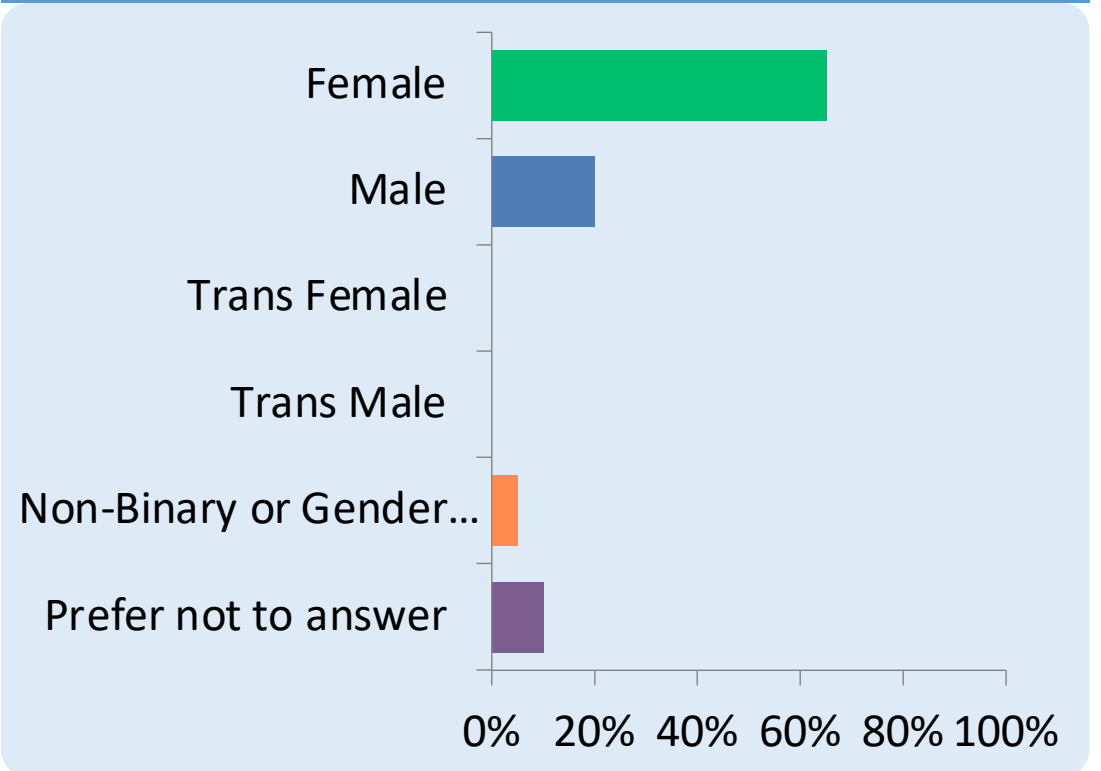
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

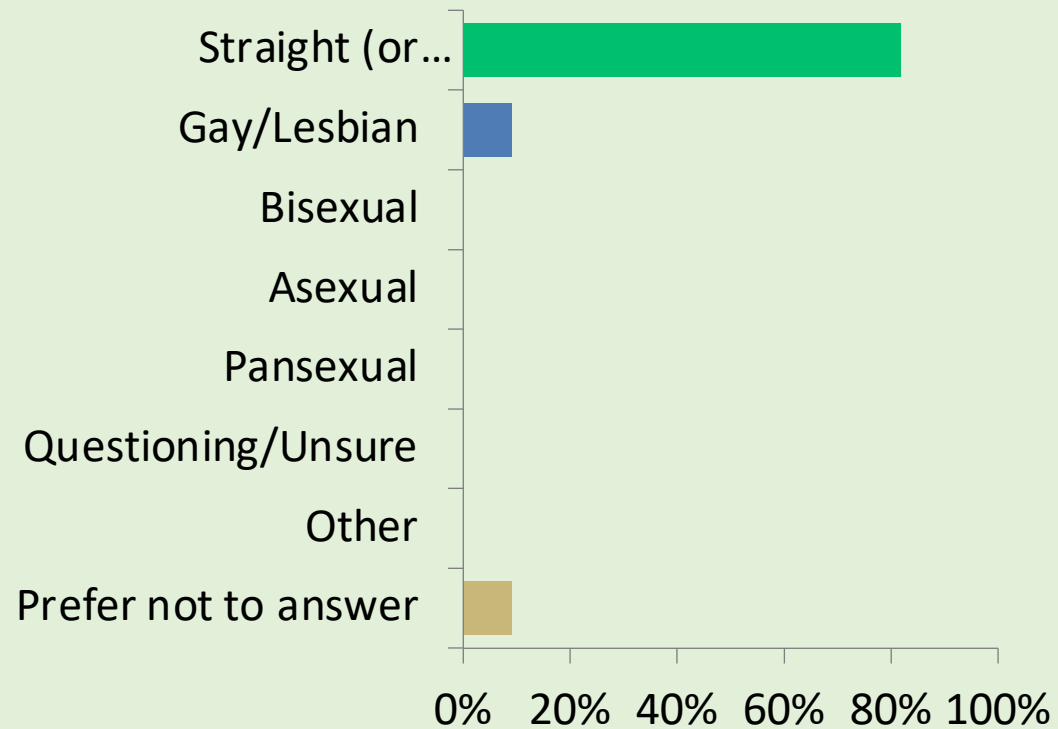
Answered: 40 Skipped: 22



Q30: Which of the following best represents how you think about yourself?

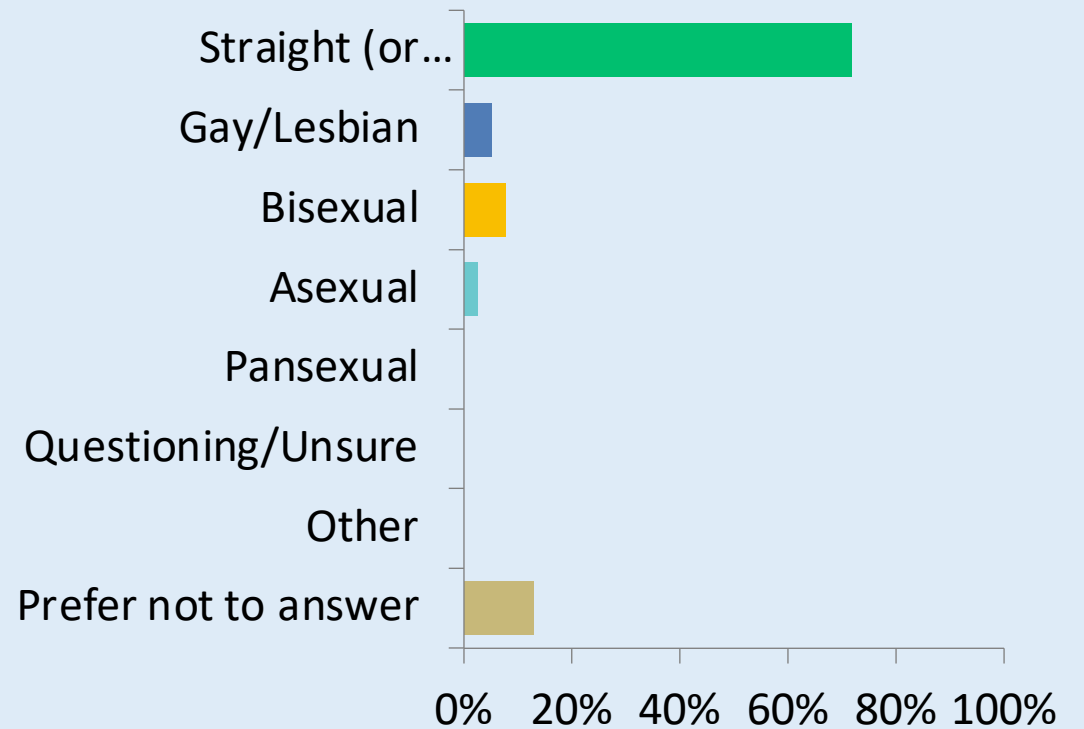
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

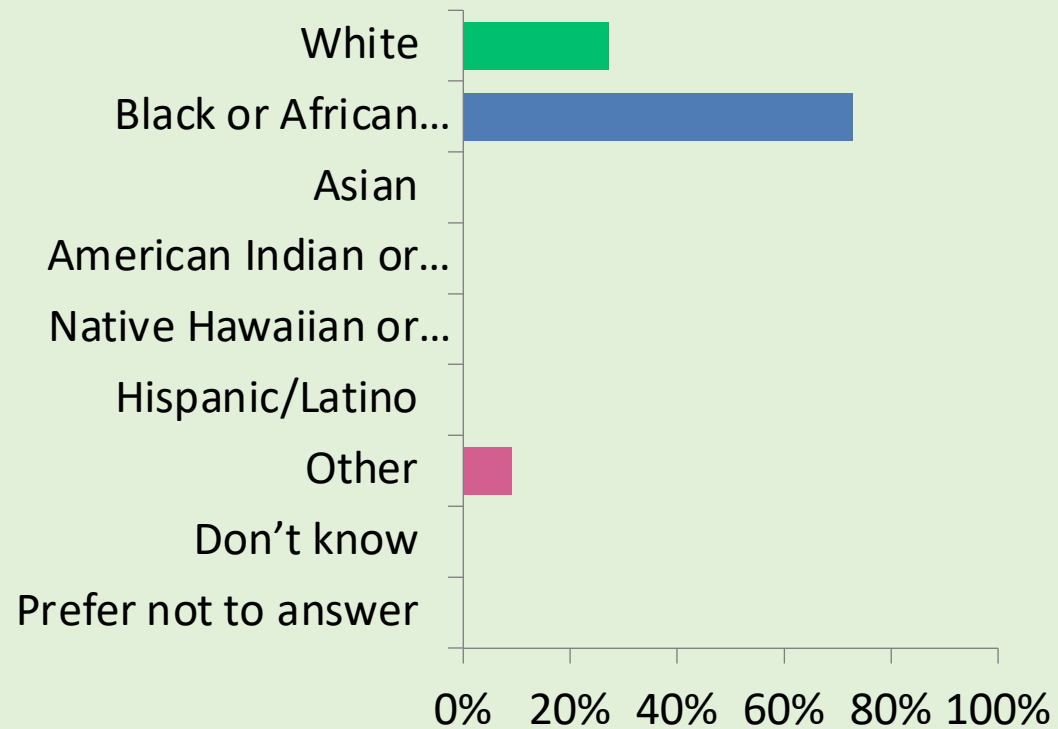
Answered: 39 Skipped: 23



Q31: What is your racial Identity? (you may select more than one).

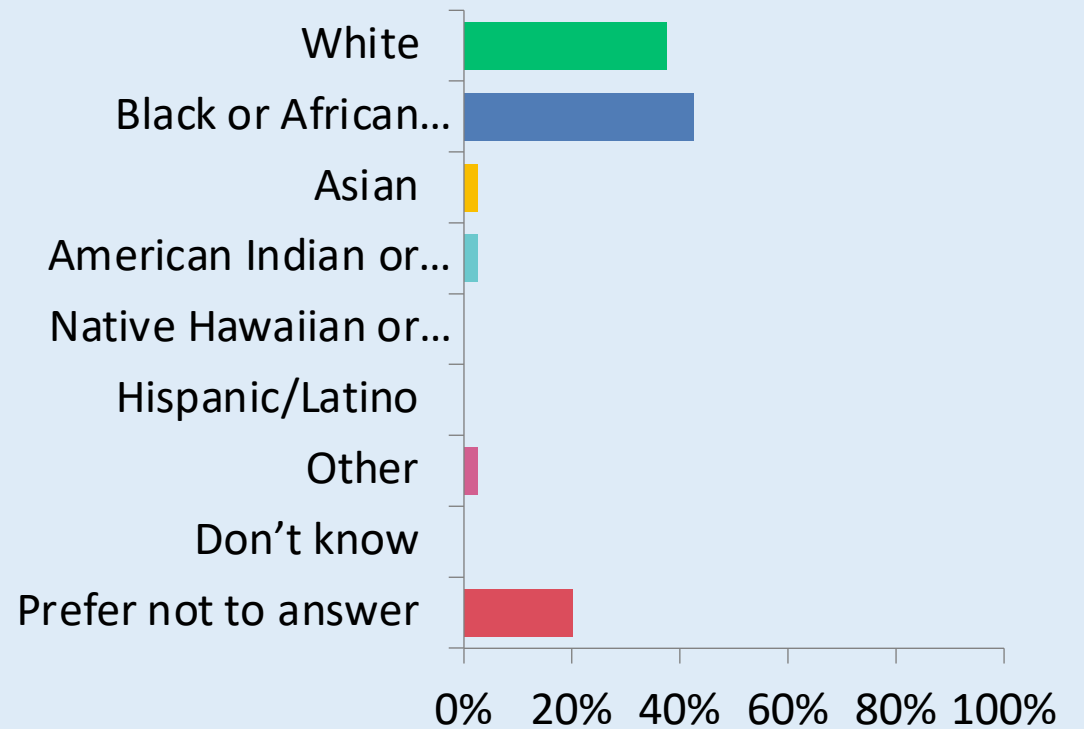
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

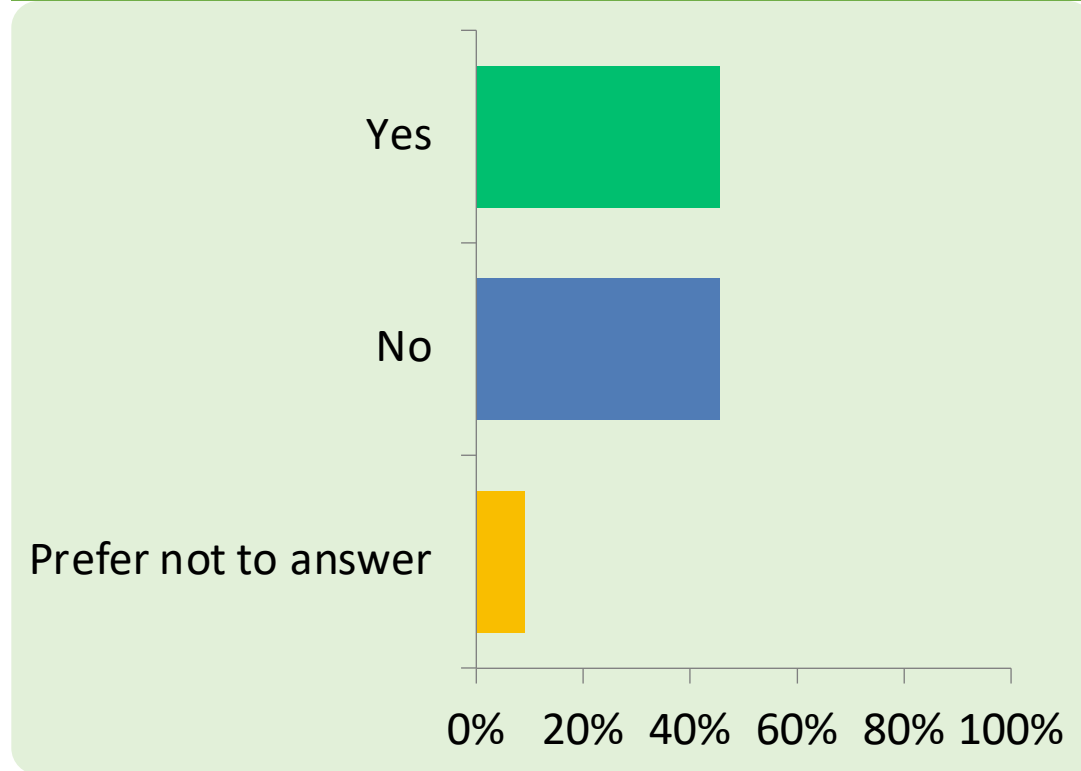
Answered: 40 Skipped: 22



Q32: Are you a person living with a disability?

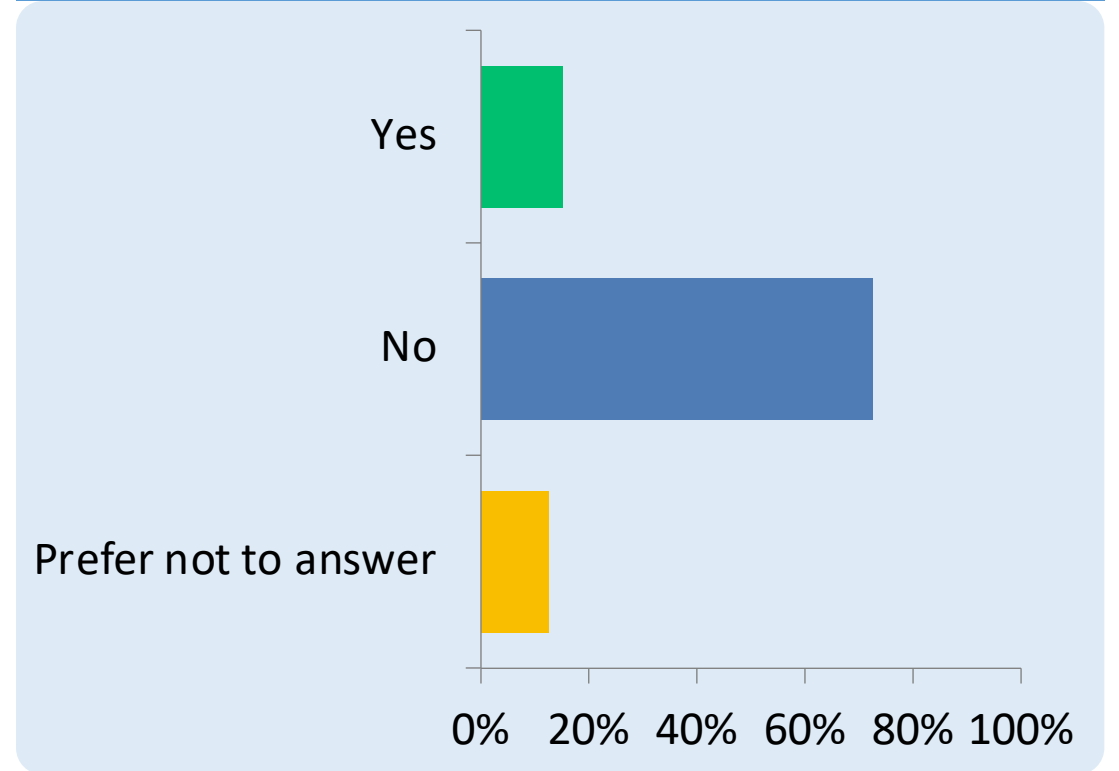
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

Answered: 40 Skipped: 22



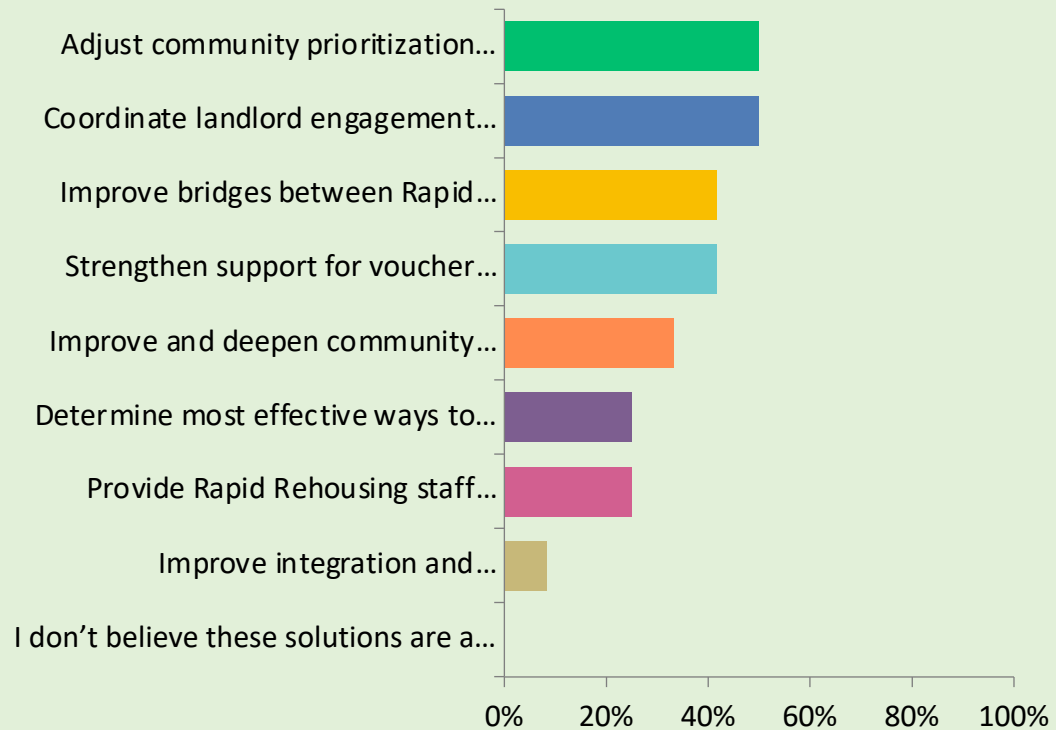
What
improvements do
they prioritize?



Q2: Improvements: Rapid Rehousing. Please select up to three activities that you would prioritize to improve the homelessness response system.

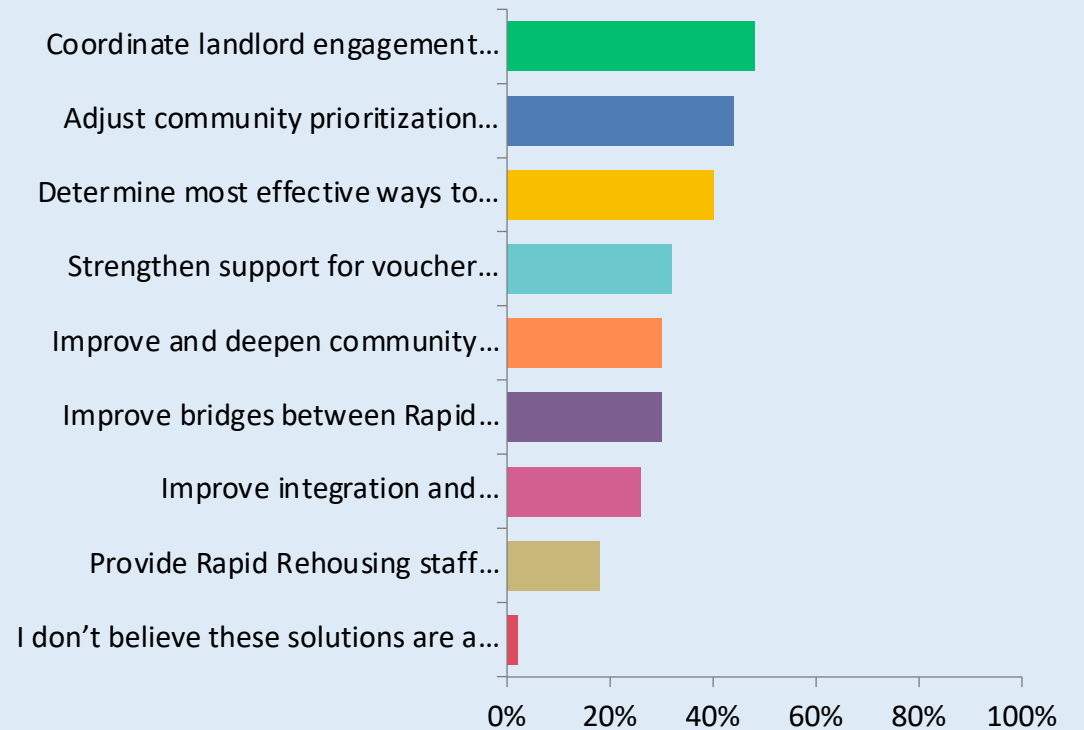
Respondents: People with Lived Experience of Homelessness

Answered: 12 Skipped: 6



Respondents: Other

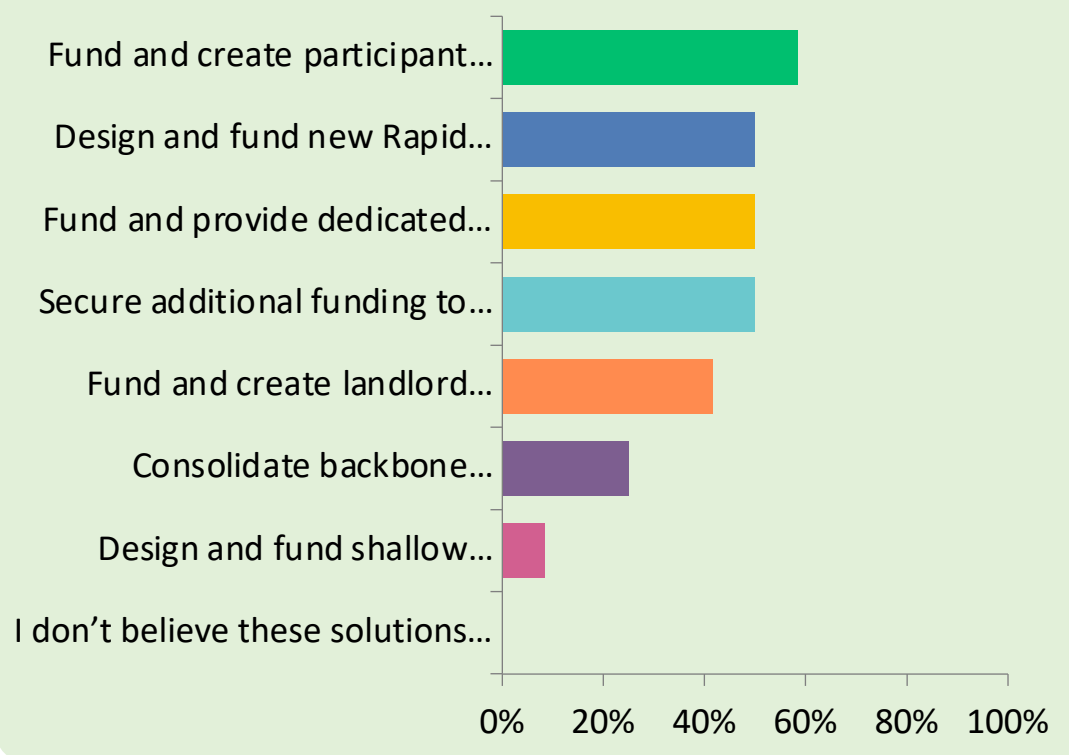
Answered: 50 Skipped: 12



Q3: Innovations: Rapid Rehousing. Please select up to three activities that you would prioritize to improve the homelessness response system.

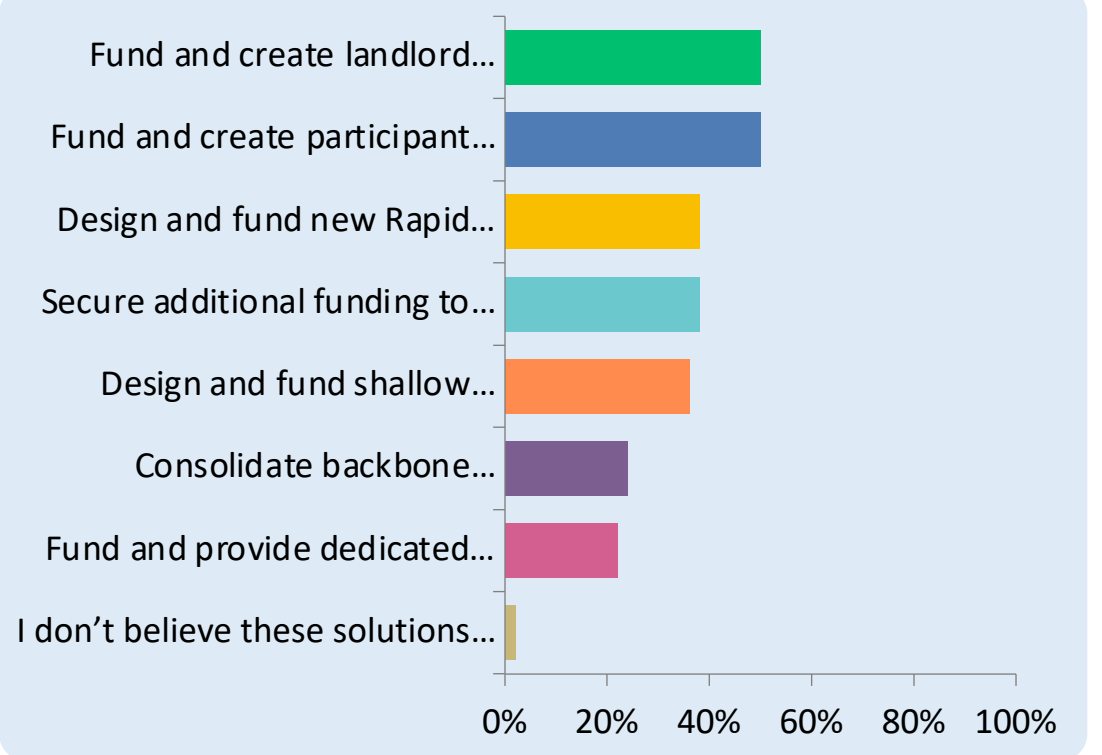
Respondents: People with Lived Experience of Homelessness

Answered: 12 Skipped: 6



Respondents: Other

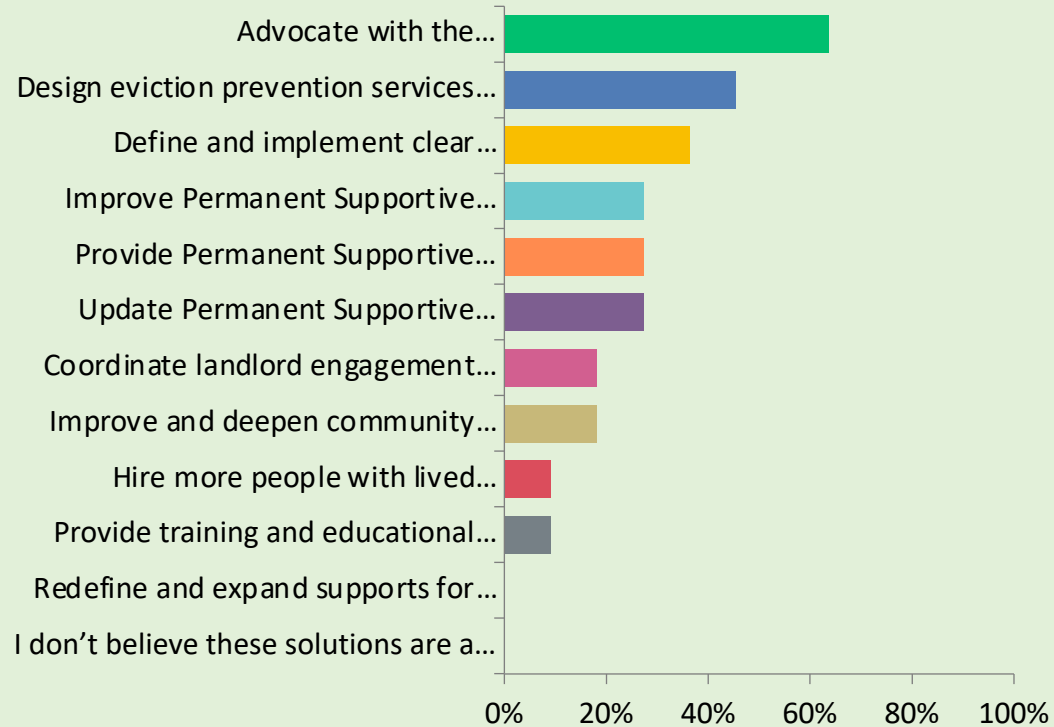
Answered: 50 Skipped: 12



Q5: Improvements: Permanent supportive housing. Please select up to three activities that you would prioritize to improve the homelessness response system.

Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

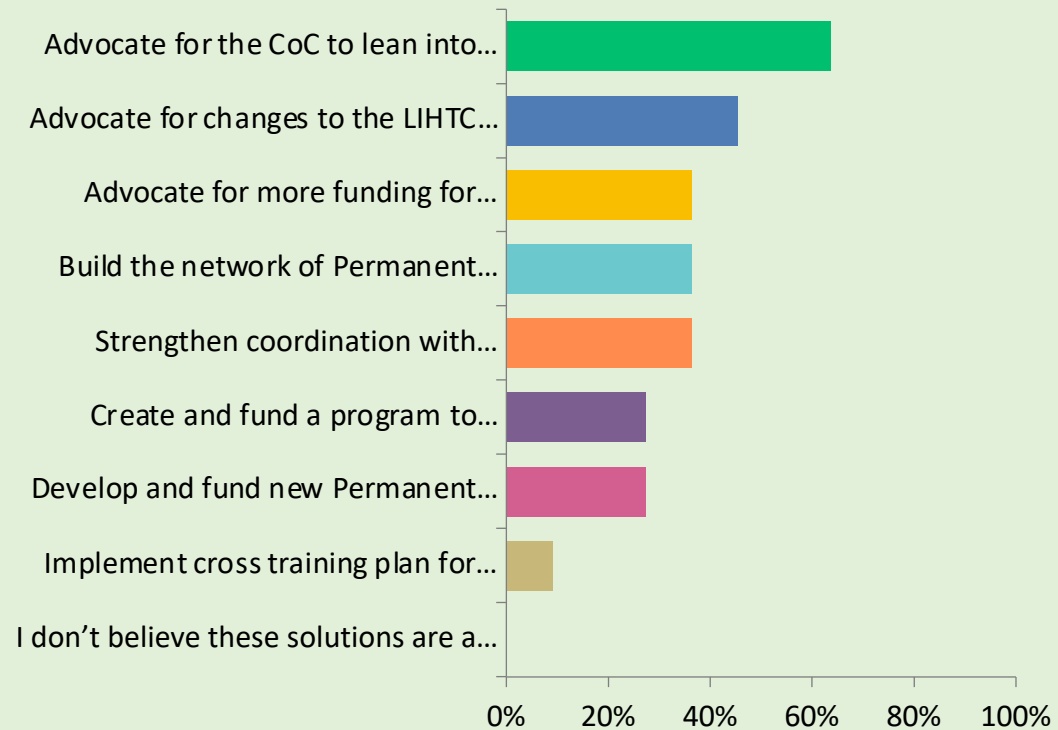
Answered: 48 Skipped: 14



Q6: Innovations: Permanent supportive housing. Please select up to three activities that you would prioritize to improve the homelessness response system.

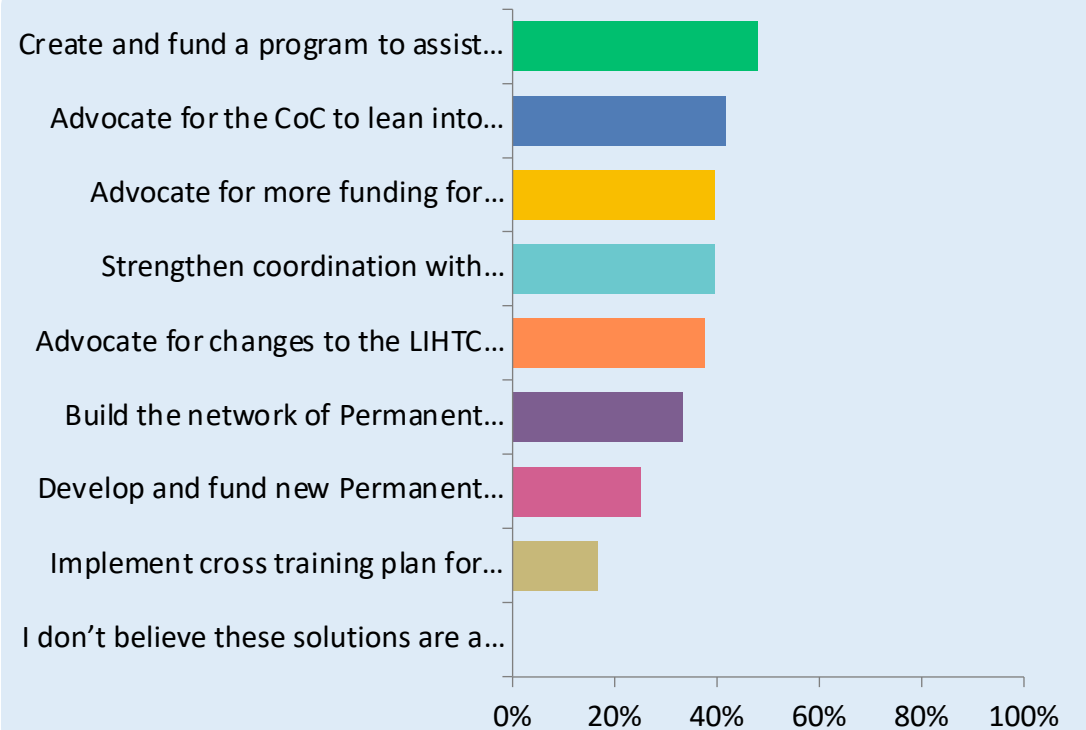
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

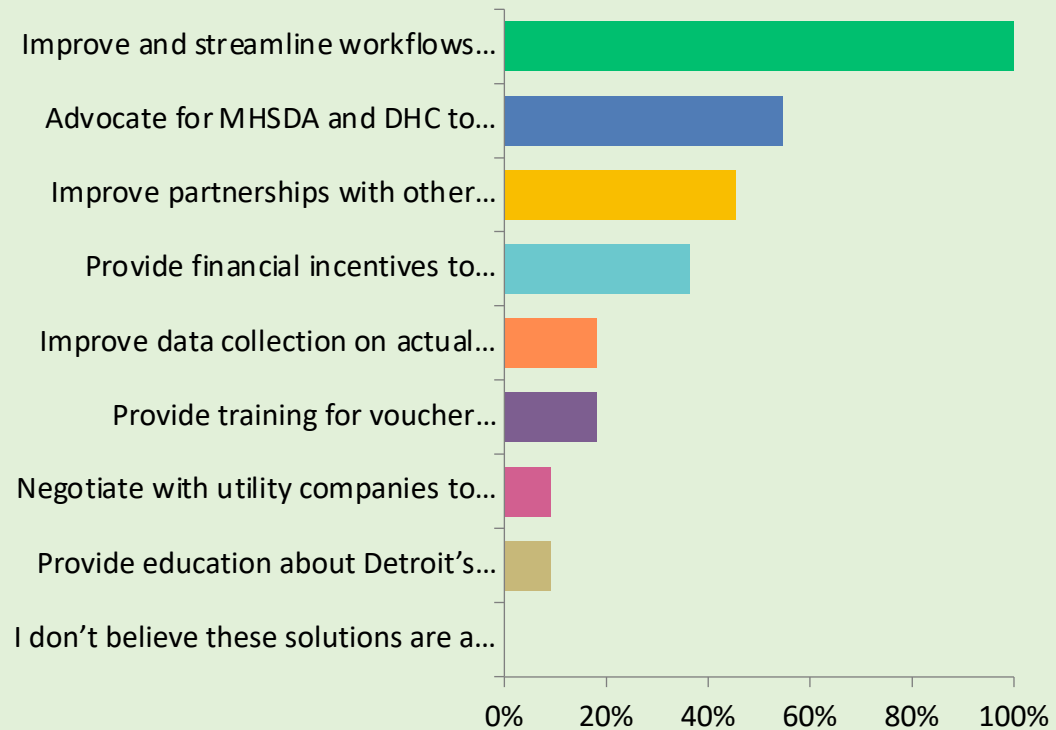
Answered: 48 Skipped: 14



Q8: Improvements: Vouchers, utility assistance & other financial assistance. Please select up to three activities that you would prioritize to improve the homelessness response system.

Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

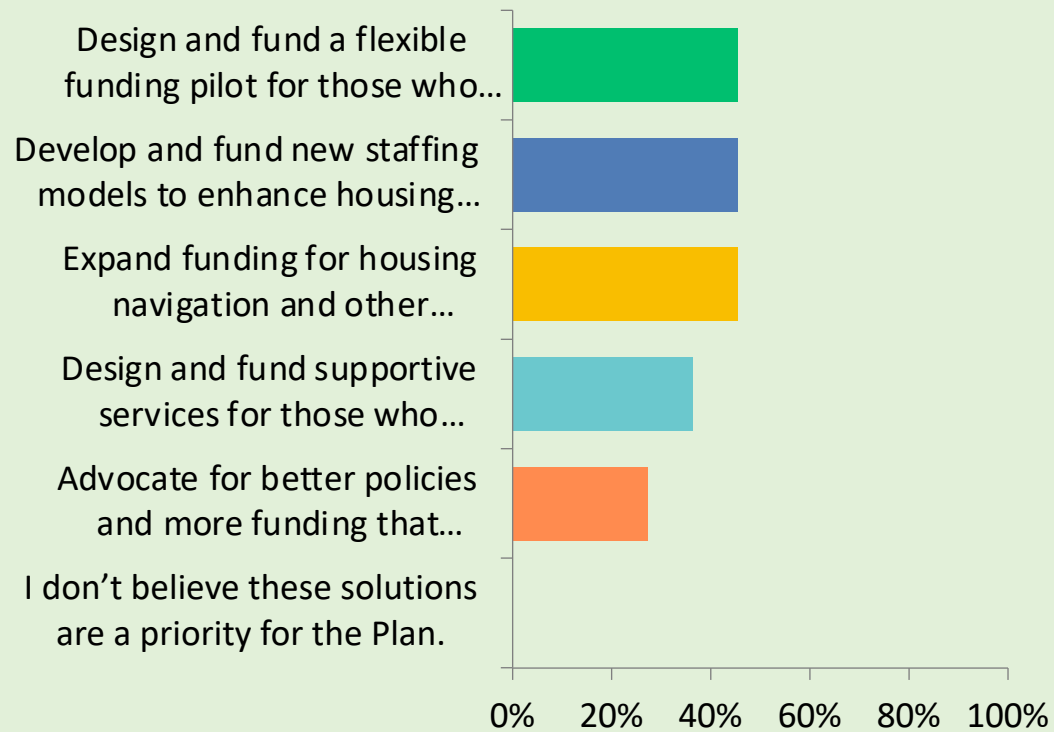
Answered: 46 Skipped: 16



Q9: Innovations: Vouchers, utility assistance & other financial assistance. Please select up to two activities that you would prioritize to improve the homelessness response system.

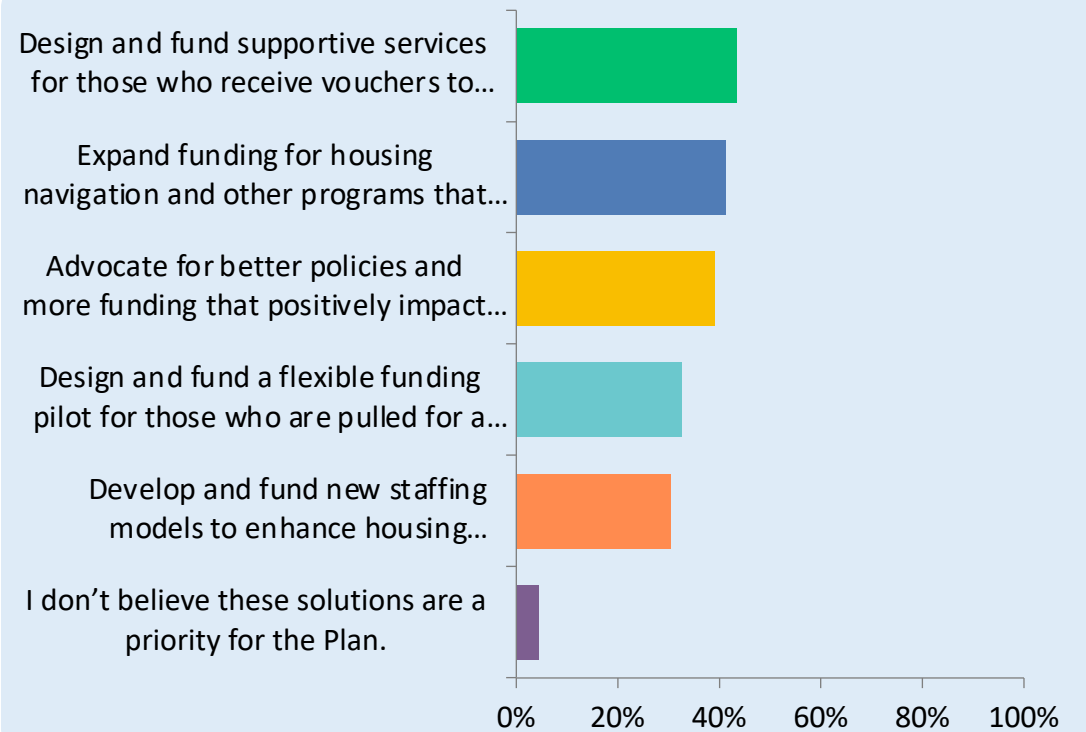
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

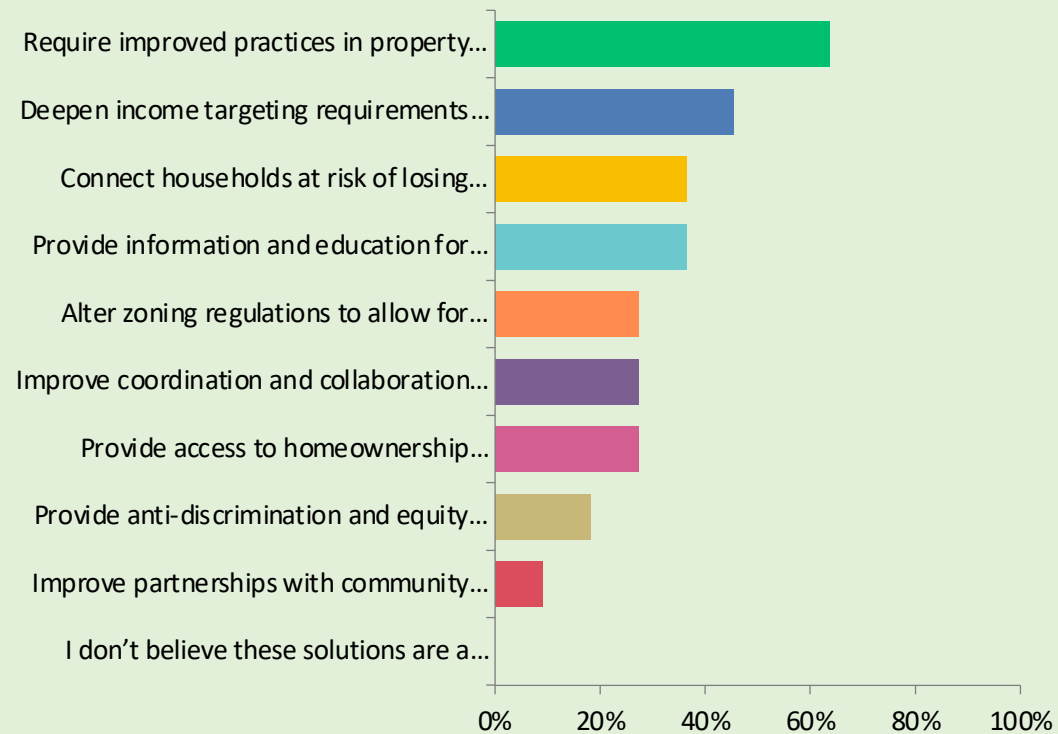
Answered: 46 Skipped: 16



Q11: Improvements: Affordable housing supply Please select up to three activities that you would prioritize to improve the homelessness response system.

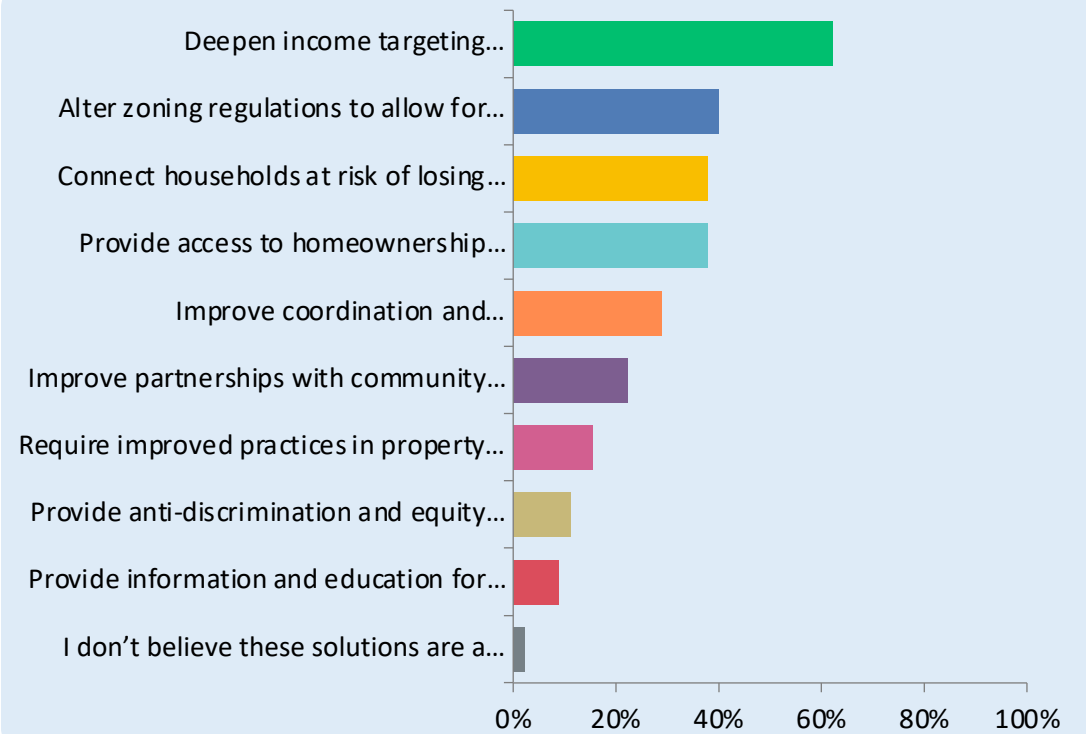
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

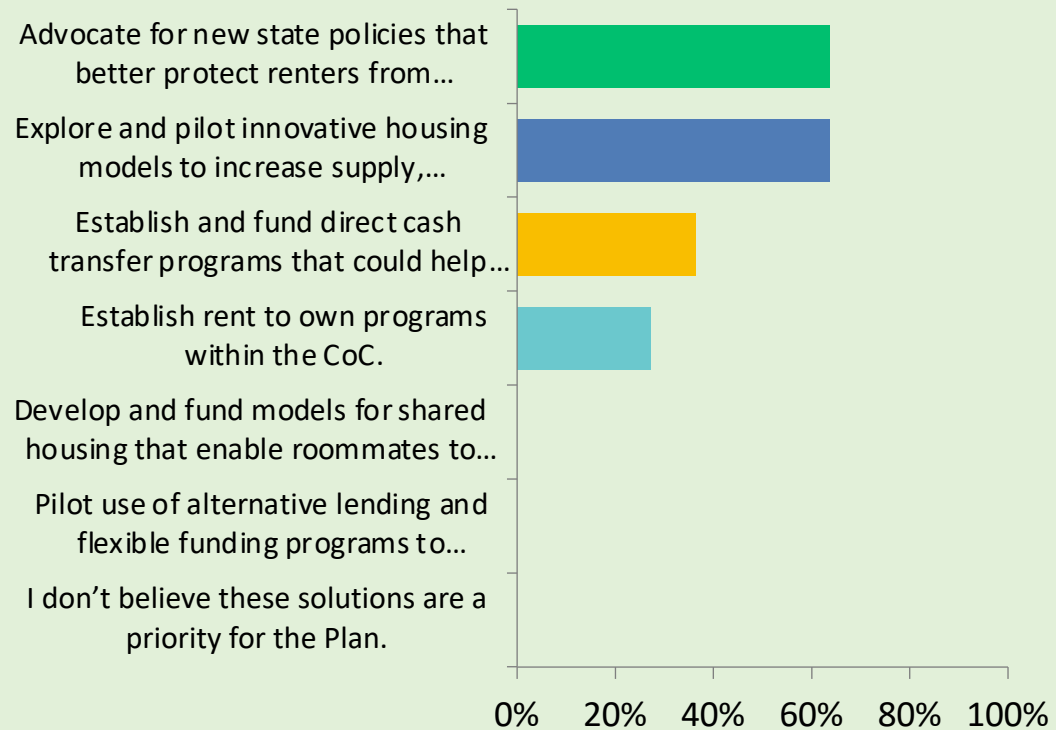
Answered: 45 Skipped: 17



Q12: Innovations: Affordable Housing Supply. Please select up to two activities that you would prioritize to improve the homelessness response system.

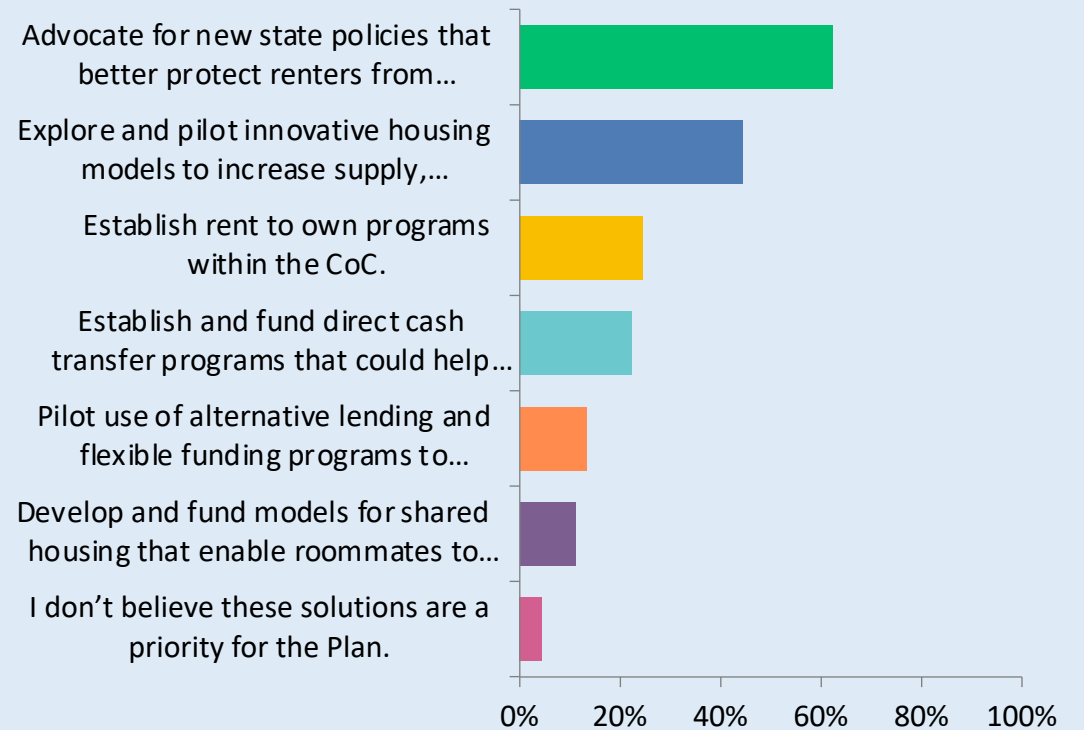
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

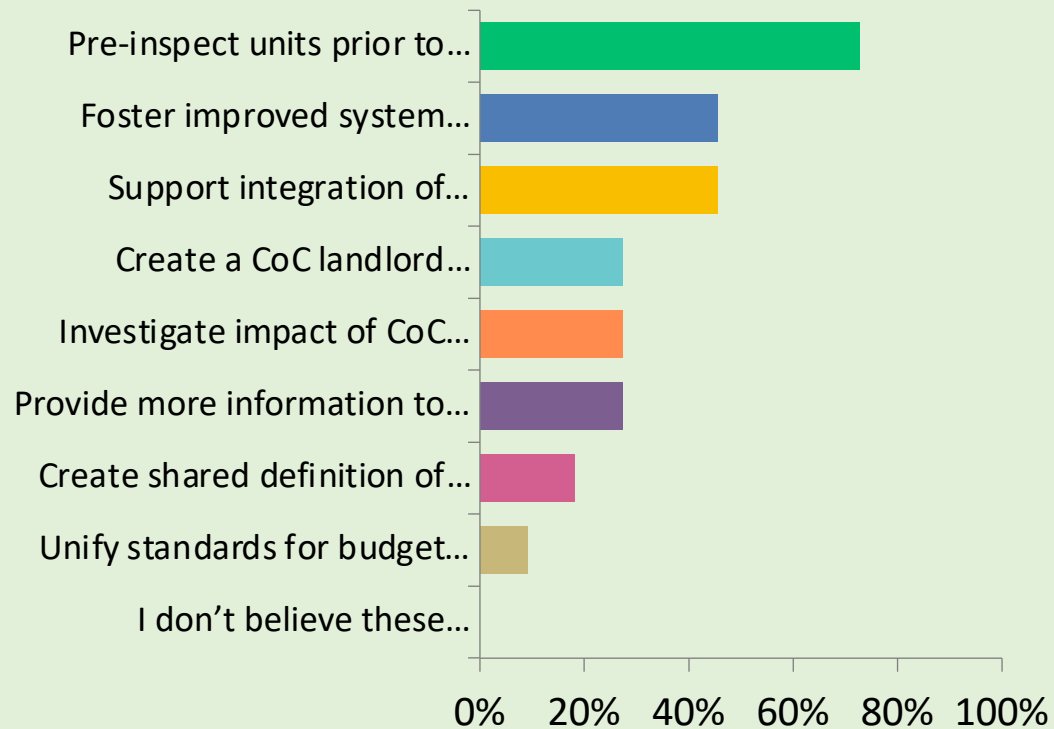
Answered: 45 Skipped: 17



Q14: Improvements: Housing navigation & landlord engagement. Please select up to three activities that you would prioritize to improve the homelessness response system.

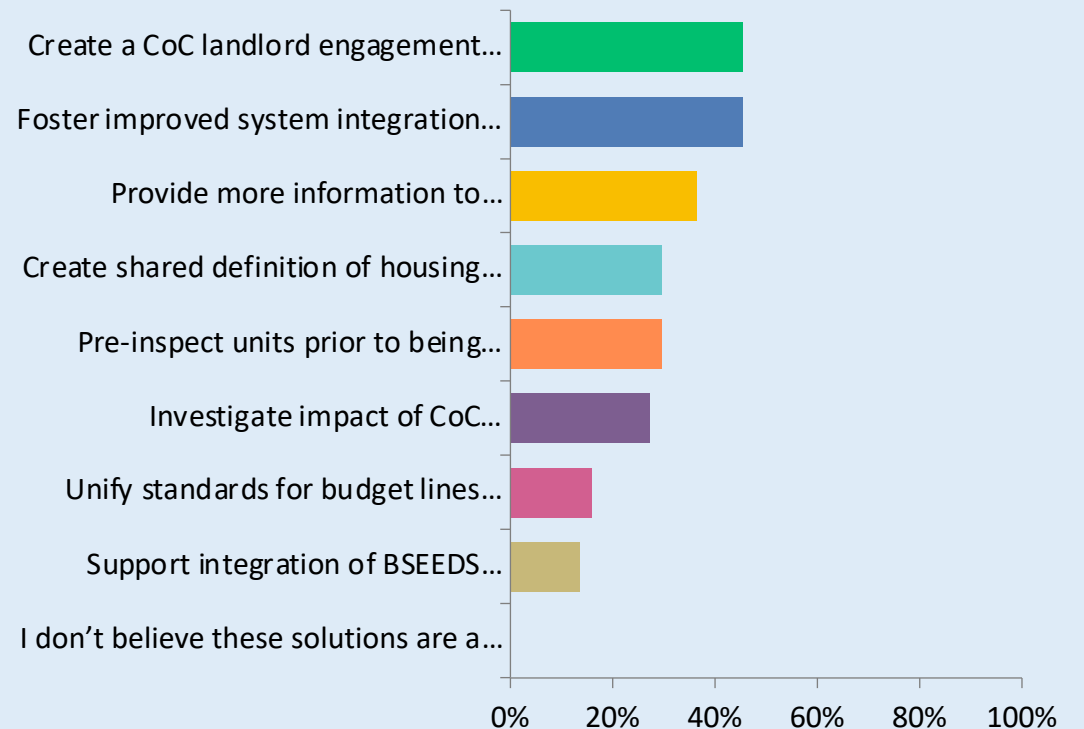
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

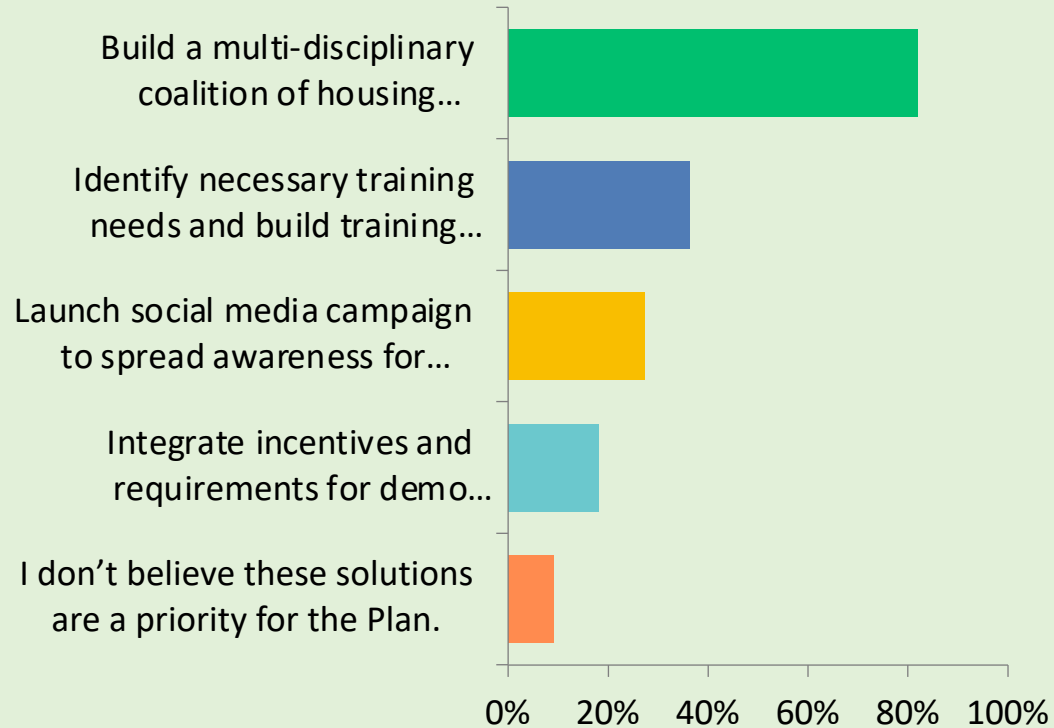
Answered: 44 Skipped: 18



Q15: Innovations: Housing navigation & landlord engagement. Please select up to two activities that you would prioritize to improve the homelessness response system.

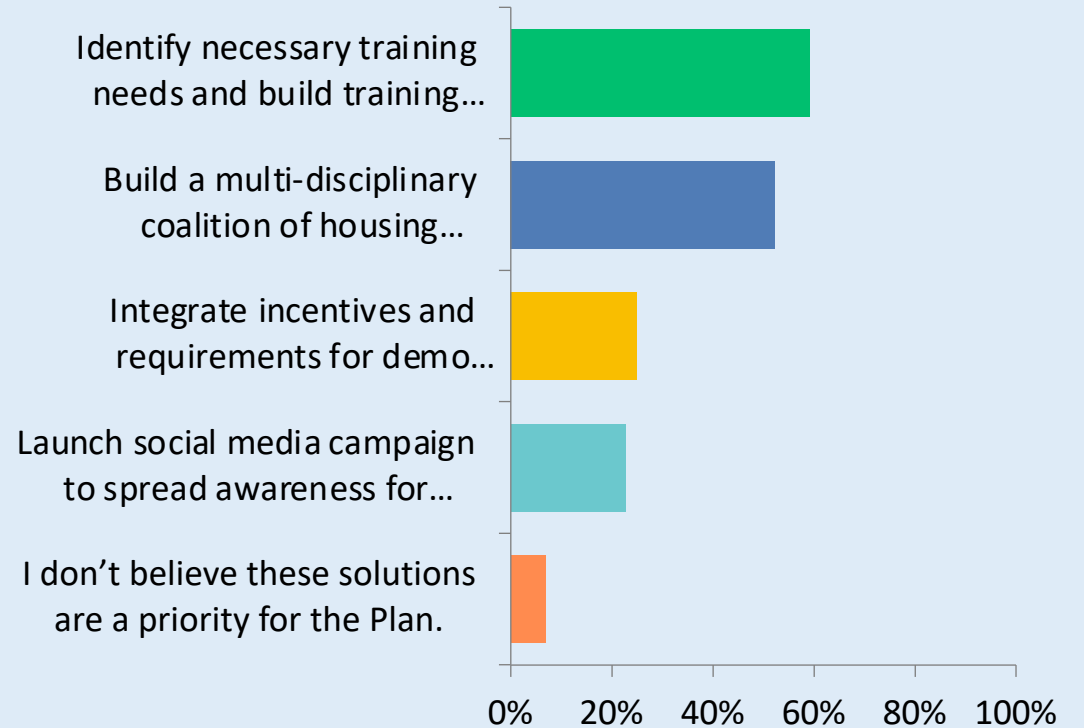
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

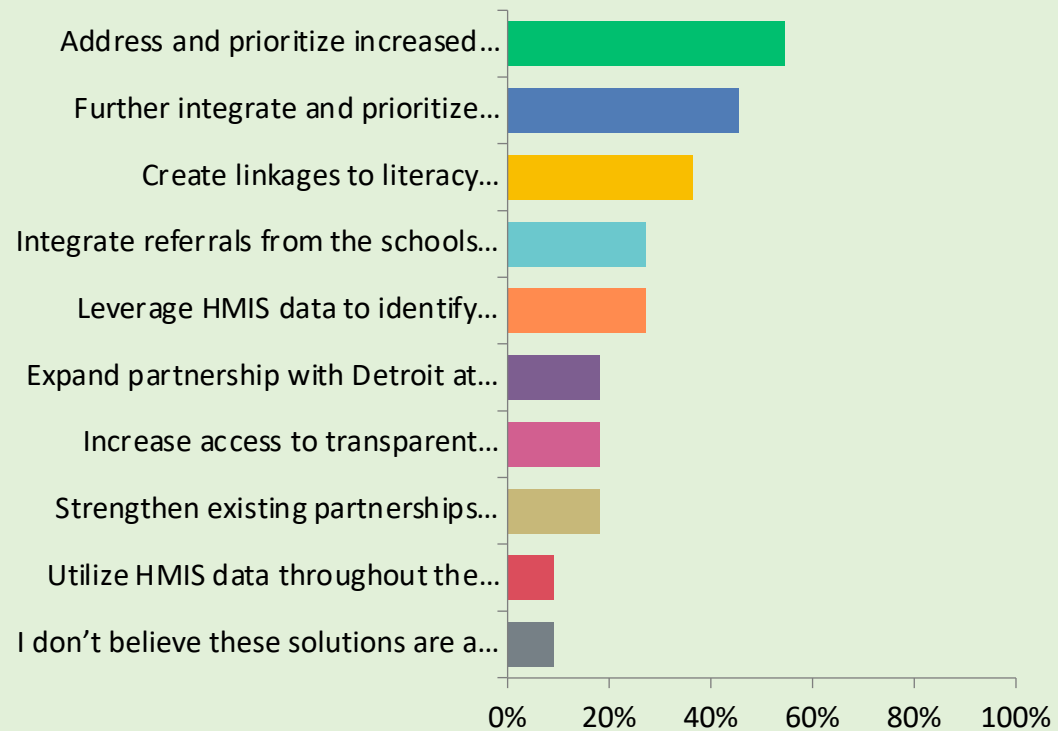
Answered: 44 Skipped: 18



Q17: Improvements: Integrating access to all types of supports. Please select up to three activities that you would prioritize to improve the homelessness response system.

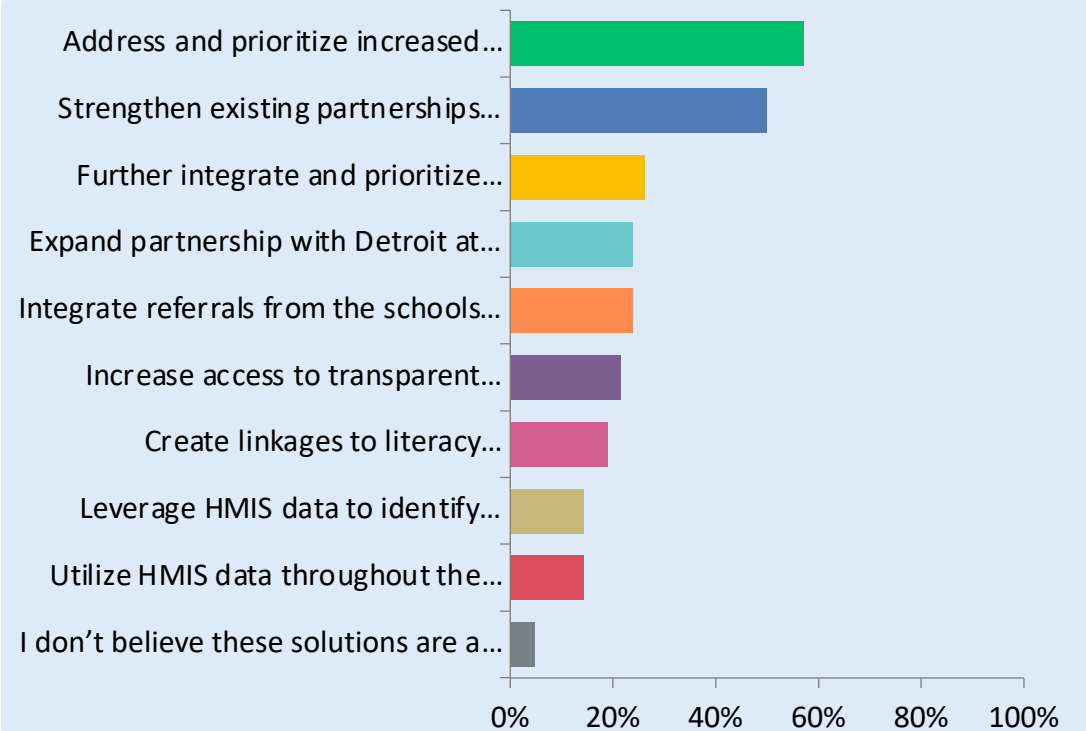
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

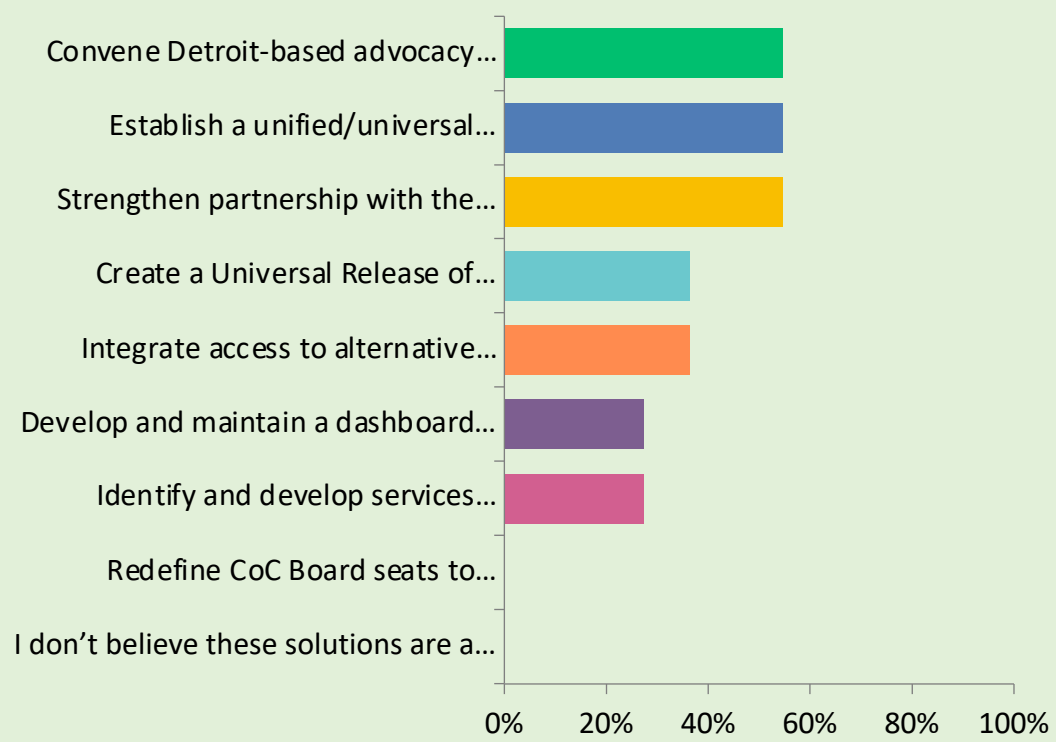
Answered: 42 Skipped: 20



Q18: Innovations: Integrating access to all types of supports. Please select up to three activities that you would prioritize to improve the homelessness response system.

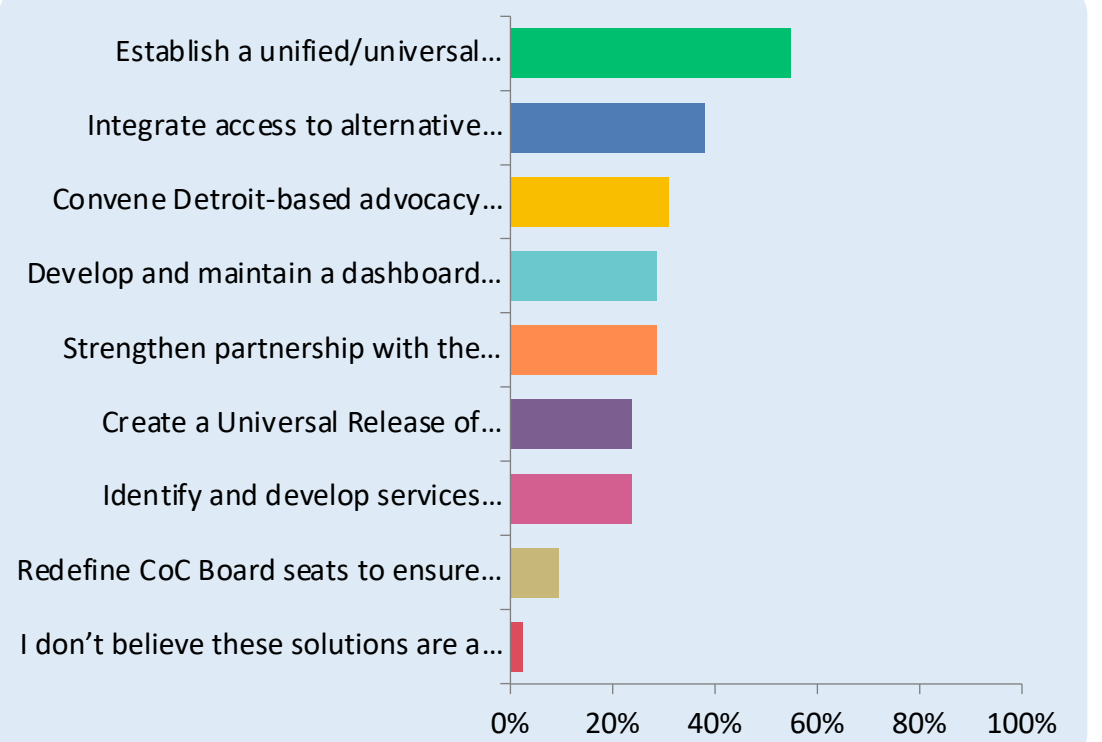
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

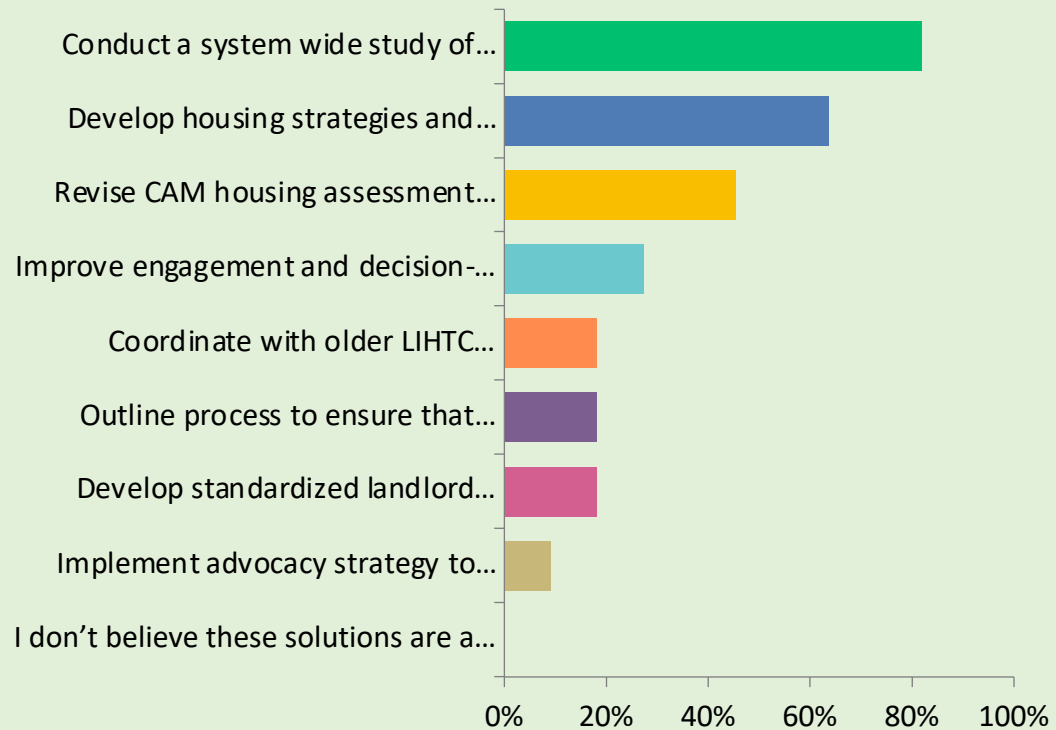
Answered: 42 Skipped: 20



Q20: Improvements that affect and cut across all or most aspects of rehousing and housing supply. Please select up to three activities that you would prioritize to improve the homelessness response system.

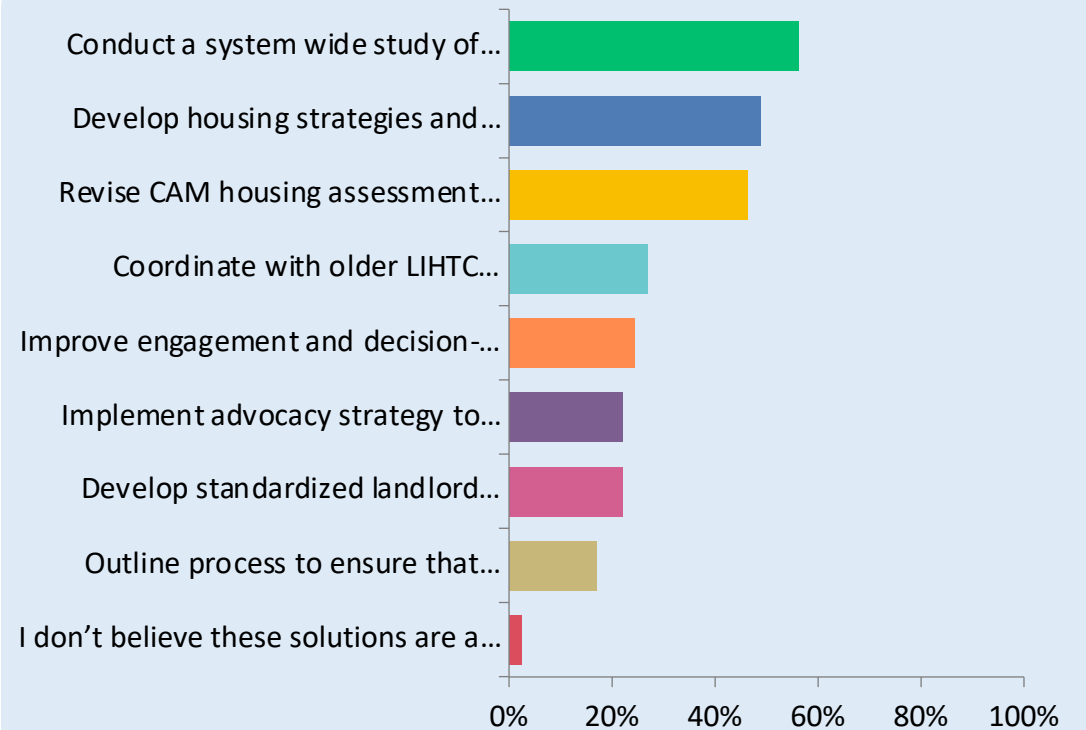
Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

Answered: 41 Skipped: 21



Q21: Innovations that affect and cut across all or most aspects of rehousing and housing supply. Please select up to three activities that you would prioritize to improve the homelessness response system.

Respondents: People with Lived Experience of Homelessness

Answered: 11 Skipped: 7



Respondents: Other

Answered: 41 Skipped: 21





Top Priorities (most votes)

Respondents: People with Lived Experience of Homelessness

Solution	Count
Improve and streamline workflows and processes between MSHDA (Michigan State Housing Development Authority), DHC (Detroit Housing Commission), homelessness service providers, landlords, coordinated entry, and residents to speed up processing rental payments, ensure units are high quality, enhance communication to residents and landlords, ease paperwork submission challenges for residents, improve recertification processes, facilitate better data integration between HMIS and the voucher lists, and close services gaps. Identify opportunities to better meet the needs of various groups, such as seniors, English language learners, and youth.	11
Build a multi-disciplinary coalition of housing commissions, housing navigators, developers, landlords, housing inspectors, and others to engage in collaborative system alignment, information sharing and goal setting.	9
Conduct a system wide study of current staff wages/benefits and develop a strategy to increase wages/benefits to be more equitable. This would reduce staff turnover, reduce staff vacancies, and improve resident experiences and outcomes.	9
Pre-inspect units prior to being shared with clients. Engage with independent contractors to carry out inspections to ensure clients do not need to wait for repairs to be made prior to lease-up.	8
Advocate to change how the federal government calculates the Area Median Income to be based on the City of Detroit (excluding other areas of Wayne County).	8

Top Priorities (most votes)

Respondents: Other People

Solution	Count
Improve and streamline workflows and processes between MSHDA (Michigan State Housing Development Authority), DHC (Detroit Housing Commission), homelessness service providers, landlords, coordinated entry, and residents to speed up processing rental payments, ensure units are high quality, enhance communication to residents and landlords, ease paperwork submission challenges for residents, improve recertification processes, facilitate better data integration between HMIS and the voucher lists, and close services gaps. Identify opportunities to better meet the needs of various groups, such as seniors, English language learners, and youth.	31
Advocate for new state policies that better protect renters from displacement, unreasonable rent increases, lease termination without just cause, credit and eviction reporting protections, sealing eviction records, opportunities for expungement, and from discrimination in the housing search process. This could include allowing the City of Detroit to pass rent control regulations.	28
Deepen income targeting requirements in City-funded or supported developments to serve more lower-income Detroiters. A greater percentage of income-restricted units should be required, and the rents should be set at lower amounts and. Target and/or prioritize these housing opportunities to specific high-need populations, such as those with mental and physical disabilities, parenting grandparents, those who are pregnant, and households experiencing homelessness and/or domestic violence and human trafficking.	28
Identify necessary training needs and build training program for landlords to educate new and existing landlords on intricacies of housing programs and voucher programs, as well as the benefits of being involved in these programs.	26
Fund and create landlord incentive programs for landlords participating in Rapid Rehousing, such as funds for minor repairs to improve unit before move-in, risk mitigation funds to cover costs of tenant damages, double security deposits, etc.	25
Fund and create participant flex funds to support move in costs, furniture, and other household needs for those participating in Rapid Rehousing programs.	25



We look forward to conversation on Wednesday!

See also the open-ended comments

Improving Rehousing & Housing Supply

Prioritization Survey

Open-Ended Responses

People with Lived Experience

Comments

- By adding these new innovations will allow funders, and providers to closely monitor the progression of stable housing
- By incorporating this form of wrap round support will ensure integrated access to all service providers at large
- Collaborate with landlords and create an engagement strategy Fund and create landlord incentive programs.
- Create a collaborate monitoring systems that would reflect positive outcomes in terms of usage of services
- Detroit is too broken to be fixed.
- I highly encourage cross training, by doing so will ensure the task at hand
- In order for any of these suggestions to be effective, it is encouraged to be monitored quarterly for outcome
- Legal integration is essential; many of these issues need competent attorneys
- Let's face the fact that homelessness is never going to end unless America suddenly becomes an actual Utopian Society of lore. And just get down to the business of shortening these wait times and making the system less mentally burdensome to those experiencing homelessness.
- Some of these ideas were great and some of them were completely unrealistic. It appears PWLE think money grows on trees. In reality, nobody really cares about poor people.
- Support consistent and equitable referral processes to PSH programs, especially for "special" or marginalized populations that PSH programs are designed to serve, such as young people, LGBTQ+ persons, people with disabilities, etc.
- We the CoC should not be limiting our chances of helping as many people as possible as quickly as we can by only choosing 2 or 3 of these ideas. All the ideas shown are deeply needed, and in actuality, all of the ideas shown need to be implemented as soon as possible. We are just putting a Band-Aid on the problems if we don't fix everything that needs the attention to lessen homelessness and returning to homelessness with in 2yrs of getting people/families into housing. To only choose 3 of these needed improvements and innovations is preposterous. They all need to be addressed and adopted!
- We're on the right track

What would success look like or how should we measure success?

- Our success is measured by the resources we are able to provide for clients to move from homelessness. It is the client's responsibility to maintain...with our support.
- Success is measured by people who go from homelessness to housing and stay there.
- Success of these new implementations should be monitored quarterly to ensure stabilization
- Success would look like, a serious reduction in the number of people needing housing. Neighborhood communities rebuilt with housing including very low-income people.
- While the overall problem of homelessness is extremely complicated with many variables and intricate facets. The measure of success is rather simple. It is creating an all-inclusive system that lessens the wait time for all programs/services and sees the homeless individuals/families permanently housed and not returning to homelessness in the future. But this notion that homelessness will ever end at any time, let alone in five years, is ridiculous. There will always be house fires, flooding, domestic violence, abuse, landlords that lose a property that is being rented for many various reasons regarding people unexpectedly unhoused, people with addictive personalities that lead to drug use or gambling problems, mental health problems, excess financial burden on those with extremely low income rendering them unable to save for unexpected future financial burden etc. Accepting this fact and working diligently to lessen these program and service times, cut out unnecessary requirements, lighten the mental strain of of the homeless going through the process, and just get people into housing quickly with services to help them keep that housing and maintain and/or regain their dignity and self-respect should be the foremost focus of any homeless rehousing system.

What community partners should lead this work?

- Community partners should include PWLEH, government policy makers and Homelessness agencies that include their Board, their executives, and funders.
- The community partners that should lead this work are already in place for the most part. A real time data dashboard would help move things much faster for the clientele. There is the exception of Detroit City running the call center. They were not prepared, they are not properly training the people answering the calls, and Detroit City should not have their hand in the grant cookie jar. Detroit city should be putting more money in the grant pool not taking it out. We need to rethink CAM to actually do what it's supposed to do.
- The mayor and HRD. Both are a joke and do busy work. Until the city is serious about allowing Detroiters to put HOUSING on vacant land as opposed to these ridiculous gardens and agriculture projects, there will continue to be a housing shortage.
- This should be a collaborative effort among all providers
- Those with lived experience who have successfully overcome homelessness; those who can strongly advocate for resources geared toward the homeless population.

What community partners and resources should also be engaged?

- Case managers and those who work directly with the homeless population.
- Other national and international partners with more financial resources could be engaged on a case by case basis such as the National Multiple Sclerosis Society that has programs to pay deposits, first month rent, medical supplies, and will pay for and make a home accessible & safe for people with MS (I mention because I have MS and am homeless). As well The International Jewish Fund to list a

couple of the many other organizations that could be tapped to ease the financial burden on our local organizations.

- Hospitals, Mental Health, Police, Schools, sex registry and prison systems
- The city of Detroit. They are not engaged for real. Most of what they are doing is performative.

Other People

Comments

- A lot of thoughts here-there has been tons of training that has been available to PSH agencies and staff and investing more without other changes is not going to be impactful. The local idea of what PSH is has been diluted by yrs. of the belief that quality services is meeting with tenants once a month and if they don't show up the thought is, 'well, we tried, and services are voluntary so we can't force them'. Ppl moving into PSH based on CES prioritization have huge needs, but the diluted idea of what PSH is leads providers to say that tenants 'need a higher level of care' - aka group homes, aka more institutionalization. Housing first and harm reduction, despite so much training, has been simplified as moving people into housing quickly and not kicking out for substance use. Very few agencies are actually providing tangible Harm Reduction services. Re: innovations - the CoC needs to be more involved in advocacy across the board - advocating for changes to LIHTC to actually meet the needs for the population, City of Detroit HOME/CBDG and how \$ can be used for services, at the state dept level (beyond MSHDA) and how \$ can be allocated for PSH services specifically, with the Governor and Legislature advocating for PSH services funding, and advocating to MDHHS Medicaid division about how local PHIP (locally Det Wayne Integrated Health) can better leverage available Medicaid codes to fund services for PSH tenants. The local DWIH process does not work for our population and part of that is bc the local CMH agencies - many who provide PSH are not centering tenant needs but their own agency needs. Detroit needs a strategic voice at the state level to advocate for \$ that's specific and strategic. Many local agencies have lobbyists, but we are not coordinated on what we are asking for. its every person for themselves. I don't think that this is an innovation but yes need more agencies creating SH (both scattered and site based/development), but to even dive into scattered site in a quality way requires \$ to hire and train staff, to develop thoughtful program model and funding approach ---- so planning \$, but few agencies are actually asking private funders for that. Re: development projects, MSHDA, nor the City has ever required that they focus on developing in a quality way - just develop and bring on units as quickly as possible, doesn't matter if you have a plan for service \$. Really like connecting HCV with services for chronic households - would be a very smart way to take advantage the large amount of HCVs locally. Lastly, many of the scattered site, CoC funded PSH projects are actually structured like a master leasing, but don't operate like it. Majority of agencies are paying 100% of the rent to the landlords, and the tenant is then paying 30% to the agency. In a lot of way agencies are also acting like landlords too. if the tenant stops paying the agency, the agency terminates them and stops paying the landlord. When the agency exits from HMIS bc the household is still 'housed' its a positive outcome for them, even though the tenant will likely be evicted by the landlord bc they now owe 100% of the rent to the landlord. Lastly, MSHDA has committed to Moving Up vouchers but need to take better advantage of it.
- Before doing landlord report cards - should be doing more to hold funded agencies who are landlords accountable. There are a couple of large PM companies (i.e. KMG, Premier, etc.) that manage the majority of LIHTC and other rental projects - their standard screening process is not

friendly to ppl that have experienced homelessness - we should have targeted, strategic conversations with them and how they can be a partner with us. there have been SO MANY (well-funded) EFFORTS to create a landlord database, please no.

- For any of these things, RRH providers would still need to fundamentally improve the way they are operating, providing services, viewing their role, etc. RRH in Detroit also needs more standardization in terms of operations - has come a long way but lots of work to do
- For the innovations listed above re: funding new things like flex \$, incentives, shallow pool, etc. In theory, I really like them, but only if implemented in a strategic way and not just allowing agencies to apply for whatever pieces they want that are then implemented differently across different agencies. ideally i support the navigation piece as well, but the CES system keeps getting bigger and bigger and seem to be taking on more and more bc the providers funded to implement RRH aren't able to do the work. My big question, is what would all these changes mean for RRH providers - what would freeing them up more (by having more of the backbone functions taken care of) allow them to do? What would need to change for them internally to provide higher quality services to tenants? Is it hire more case management staff? Is it provide more internal training and supervisor? I don't have alot of trust based on experience that its not just a time issue as to why services aren't the highest quality. It doesn't feel like a priority for agencies, nor is quality services actually defined anywhere nor are agencies evaluated on service quality.
- I didn't see this specifically stated in any of the recommended improvements or innovations, but I think we need to consider how MSHDA's business model for the HCV program is in many ways counter-productive to housing people who are experiencing homelessness, as the business model is such that Housing Agents only get paid when a person leases up. Therefore, the Housing Agent has an incentive to move on to the next person on the list if someone who is homeless was pulled but needs more time to find a unit, is difficult to contact, etc.
- I like increasing involvement of landlord/developers but has to be very strategic and intentional to ensure transparency, it's not self-serving, focused on the population and the goals, etc. Worry about just adding a new table or a seat at a table without some intentionality. AND there are a lot of agencies that are funded by the City and CoC that are landlords and developers (i.e. Cass, COTS, DRMM, Mariners, SW, CCIH, etc.). Those agencies aren't currently bringing that voice to the CoC table - not sure why.
- In terms of vouchers and enhancing a relationship with landlords, it would be awesome if the landlords could be paid sooner rather than later by the Housing Authorities. Their first payments are often delayed. How does the Housing Authorities determine if the cost of the monthly utilities is even affordable for a household?
- Incentives alongside of accountability for landlords should be explored. Incentives should not be given to just any landlord.
- Increase the oversight of PSH programs from the COC funder (HAND). Hold agencies accountable for their responsibilities and services to be provided.
- Integrating supports to the process is an awesome way to assist clients. However, the challenge still remains as to what is the incentive for clients to participate in any activity.
- Just as an FYI- there is no requirement to enter shelter in order to receive housing assistance. Navigation can also happen through street outreach.
- Need from training of participants in PSH as to what is expected of them as tenants.

- Need to create solutions that do not add more burden to housing system but instead take away burden
- One of the suggested strategies under “Improvements” is “Investigate impact of CoC requirement to be accepted to shelter prior to finding housing”. This is not a requirement, so I am unclear what is meant by this. It may be necessary to identify where the belief has come from that this is a requirement and address that communication issue if needed.
- Provide educational workshop on affordable programs and payment plans to prevent utility shut-off.
- Require a certain percent of any city funded development to be 30% AMI.
- Tax breaks would need to be tied to meeting certificate of compliance standards as well (ie. need to make sure tax breaks are resulting in access to quality housing)
- The community has to improve how landlords feel about the homeless. Landlords are in this business to make money and not to resolve societies issues.
- The term Rapid Rehousing is one that we all have to buy into. However, for those on the ground it is not always a concept that you can get a client to buy into for whatever reason, whether it be that they are traumatized or just unsure of their personal ability to manage their lives. Yet, programs are scored and criticized for not being able to move forward quickly with a client, especially those that score higher on the acuity list and actually should be PSH clients and not RRH clients. This puts pressure on staff and thus brings much trauma to the process. Clients are more than just a number.
- there are so many agencies around the CoC table that are already providing MH services - that are CMH funded agencies - there are existing relationships that exist, can we talk about why those agencies are not advocating internally and externally for this population?
- Work with courts to change policies so that people cannot be served with an eviction when late payment is due to lack of/late payment from the voucher (ie. not the fault of the tenant)
- Would just add that there is a bill in state legislature will likely pass next year that will limit statewide screening criteria (being spearheaded by Vera Institute and others). this will also require ALOT of education with partners and landlords to raise awareness about it and help them understand it. And arm agencies with strategies on what to do when a landlord doesn't follow it. I also agree with the improve data on lease ups above but felt it was incorporated in the one above

What would success look like or how should we measure success?

- Being able to secure safe, affordable housing in less than 60 days, but also making sure that the clients are able to maintain housing with long term financial supports and supportive services.
- Buy in from major partner organizations in the CoC.
- Ending homelessness
- Folks who do need to access the homeless response system have access to trauma-informed services in the most equitable way possible. They're referred to services as needed, and quickly.
- More funding, system improvements, more connections to sources like mental health, etc.
- More people in housing. People moving out of homelessness into housing quicker
- number of individuals meeting goals successfully on HMIS, number of engagements on HMIS, how many individuals could maintain housing after a year, or five years

- Oh, this is a huge question and don't have time to add a thoughtful answer, but can't be to just meet and talk.
- Reduce the number of residents experiencing unsheltered homelessness.
- Success would look like more folks exiting the system to permanent housing than entering the system. I would also like to see a decrease of time from housing referral to move in date.
- Success would look like referral to a housing program not taking months, having access to a clean and safe shelter if need be, having access to a unit of their choosing that can be furnished, be connected to after care resources to maintain their housing
- Success would mean that every Detroiter has a safe place to sleep at night. We would have enough quality and affordable housing for all residents in Detroit. The CoC, the City, Landlords would all be coordinated in a mission to truly serve the community - prioritizing people first. The system and our decisions are led and driven by persons with lived experience of homelessness. The system is responsive to the changing needs of the community. Clients express satisfaction with the support they receive and the ways the system honored their dignity and humanity.
- Success would be revitalizing usable properties across the Detroit area and turning them into homes or apartments that are affordable. Also revitalizing homes for home ownership.
- Ultimate success needs to be greater housing stability across Detroit. There is a need to look beyond just shelter and rapid rehousing metrics to how many people are being evicted and are living doubled up. Until those numbers are down, the shelter system will continue to be dealing with a crisis rather than preventing one.
- When we start holding housed clients more accountable.

What community partners should lead this work?

- All
- All
- City of Detroit
- City of Detroit & HAND as funders, and other CoC partners who are interested and committed to leading the work long-term
- City, Current providers, HAND, DWIHN, Hospitals, university reps
- CoC partners, City, PWLE
- COC, City of Detroit
- COC/ HRD/ Mayors Office
- Community partners with the proven plan for compacity to do so.
- Detroit CoC
- HAND
- How is Lead defined here? Is it the convener? Is it actually doing the work - looking at other communities, bringing ideas and options for discussion, meeting one on one with the key partners?

- it should be a multidisciplinary approach that should include the city of Detroit and Hand as the primary leaders
- MSHDA
- Persons with lived experience of homelessness, CoC, HMIS, and CAM Lead (HAND), City of Detroit (All layers of HRD and any other depts that impact housing development), CoC Board
- Shared definition of lead needs to be clear before I can answer.
- That depends on which ideas are selected. You should ask this question again once the list is finalized.
- The housing providers. The staff that know what the challenges are and are currently working directly with both the clients and landlords.

What community partners and resources should also be engaged?

- All partners that work with folx receiving housing services
- City council, but not just engaged, I would like to see them truly involved (not in name only) DWIHN, we serve many of the same folks and there is a huge disconnect in our systems.
- Community partners that work with specialized populations.
- Engagement has to be intentional and more than just inviting everyone to the same table, but more strategic about who is engaged and when and how? not everyone needs to be at every table all the time.
- General and privately obtained funds.
- Hospitals, mental health partners, legal/courts, voucher providers, voucher providers
- Landlords, politicians, cross systems partners, providers, CoC General Membership, grassroots orgs, advocacy orgs, general community
- Other systems of care
- outreach providers that are funded and other outreach groups like street medicine/health care professionals, housing providers, landlords, city/local government, businesses/private sector
- State (MSHDA, ESP); mental health services in particular
- We need to make sure we are engaging with the MiBridges system for benefits access so that we can reduce barriers that likely exist to accessing various supports.

Improving Rehousing & Housing Supply

Prioritization Poll

Question 1 Improving Rehousing & Housing Supply Community Planning Sessions

- Permanent Supportive Housing on 11/8
- Rapid Rehousing on 11/8
- Vouchers, utility assistance, & other financial assistance on 11/9
- Affordable housing supply, including assisted & public housing on 11/9
- Improving Housing Navigation and Landlord Engagement on 11/13
- Integrating access to all types of housing and rehousing supports on 11/14
- I was unable to attend any of the sessions.

Question 2 Improvements: Rapid rehousing.

- **Adjust community prioritization process** to support and leverage Housing Choice Voucher system in Detroit by providing services to help households that are pulled by providing them with navigation assistance and initial move-in and stabilization supports.
- **Coordinate landlord engagement and accountability** across Rapid Rehousing agencies. This could include developing pool of quality units or universal landlord database that can accommodate a range of unit sizes and family configurations; establishing a standard set of requirements, e.g., landlord must be willing to allow tenants to make safety modifications that the tenant can operate for personal safety; publishing report cards on landlords; requiring rental registration.
- **Determine most effective ways to use and deploy all existing sources of Rapid Rehousing funding**, including CoC (HUD Continuum of Care), MSHDA (Michigan State Housing Development Authority) and City of Detroit to reduce administrative burden and improve the scale and quality of **Rapid Rehousing** programs. Consider multi-year contracts, joint applications, etc. Consider adjusting average and maximum **Rapid Rehousing** program terms. Consider joint annual program and system evaluations.
- **Improve and deepen community connections** between Rapid Rehousing programs and other mainstream and community resources (i.e., employment, technology and internet access, SOAR and Social Security, TANF, childcare, SNAP, financial literacy, education and training programs, banks, legal services, family and child services, and homeownership) so that **Rapid Rehousing** households are more quickly connected to the resources they need to succeed long-term.
- **Improve bridges between Rapid Rehousing and Permanent Supportive Housing** so that **Rapid Rehousing** clients who need more intensive supports can transition to Permanent Supportive Housing and Permanent Supportive Housing clients who need fewer intensive supports but could still benefit from time limited rental assistance to transition to independent housing.
- **Improve integration and automation** between landlord lists, lists of available unit lists across agencies, and property quality information from the City of Detroit to provide more reliable, real-time information for Rapid Rehousing programs and participants.
- **Provide Rapid Rehousing staff training** on trauma-informed care, housing (e.g., HQS, tenant rights, etc.), mainstream and community resources, self-care and burnout prevention, and other topics that improve resident outcomes and experience.
- **Strengthen support for voucher utilization.** Bring more data and accountability into role and responsibility of **Rapid Rehousing** providers to participate in HCV (Section 8 Vouchers) process, i.e., assist providers through data to ensure fewer **Rapid Rehousing** households miss voucher opportunity due to not "recertifying homelessness", or not returning or successful matriculating through voucher process once "pulled".

- **I don't believe these solutions are a priority for the Plan.**

Question 3 Innovations: Rapid rehousing.

- Consolidate backbone functions related to Rapid Rehousing, such as landlord engagement and paying landlords, so that this work is done centrally by one team and Rapid Rehousing agencies are freed up to focus on helping clients.
- Fund and create landlord incentive programs for landlords participating in Rapid Rehousing, such as funds for minor repairs to improve unit before move-in, risk mitigation funds to cover costs of tenant damages, double security deposits, etc.
- Fund and create participant flex funds to support move in costs, furniture, and other household needs for those participating in Rapid Rehousing programs.
- Design and fund shallow rental assistance to help Rapid Rehousing participants remain stable after exiting from the RRH program.
- Design and fund new Rapid Rehousing program models. This could be for specific priority populations with specific needs; project based Rapid Rehousing for quick housing placements (unit is pre-identified with master lease and participant can take over lease at the end of the Rapid Rehousing term); Rapid Rehousing program that provides only case management and housing navigation resources for households who have income need help navigating the housing search process.
- Fund and provide dedicated housing navigation staff for Rapid Rehousing programs to aid in the housing search. These positions would be separate from positions that provide landlord engagement or case management.
- Secure additional funding to support existing Rapid Rehousing to provide more intensive services, e.g., add peer support positions, behavioral health support; reduce case management client ratios, and to expand Rapid Rehousing to serve more households.
- I don't believe these solutions are a priority for the Plan.

Question 4 Comments

Question 5 Improvements: Permanent supportive housing.

- **Advocate with the City/State/Federal government to support existing and future Permanent Supportive Housing** by providing annual funding increases to address inflation and cover the rising costs.
- **Coordinate landlord engagement and accountability** across **Permanent Supportive Housing** agencies. This could include developing pool of quality units or universal landlord database that can accommodate a range of unit sizes and family configurations; establishing a standard set of requirements, e.g., landlord must be willing to allow tenants to make safety modifications that the tenant can operate for personal safety; publishing report cards on landlords; requiring rental registration.
- **Define and implement clear program and performance standards for Permanent Supportive Housing providers**, including client to case manager ratios, staff credentials, separate staff for property management and case management, robust services, accessible units for people with disabilities, and ongoing compliance with housing quality standards.
- **Design eviction prevention services in Permanent Supportive Housing.** This could keep residents from returning to homelessness.
- **Hire more people with lived experience into Permanent Supportive Housing staff positions.**
- **Improve and deepen community connections** between **Permanent Supportive Housing** programs and other mainstream and community resources (i.e., healthcare, employment, technology and internet access, SOAR and Social Security, TANF,

childcare, SNAP, financial literacy, education and training programs, banks, legal services, family and child services, and homeownership) so that **Permanent Supportive Housing** households are more quickly connected to the resources they need to succeed long-term.

- **Improve Permanent Supportive Housing services and staff education** around mental health diagnoses, substance use, life skills training, harm reduction, etc., by hiring and training increased numbers of social workers serving **Permanent Supportive Housing** units.
- **Provide Permanent Supportive Housing staff training** on mental health and substance use, trauma-informed care, housing (e.g., HQS, tenant rights, etc.), mainstream and community resources, self-care and burnout prevention, and other topics that improve resident outcomes and experience.
- **Provide training and educational opportunities for both Permanent Supportive Housing clients and staff** around clients' rights, standards, and introduction to additional educational resources.
- **Redefine and expand supports** for **Permanent Supportive Housing** residents that are stabilized and no longer need intensive supports. This could include move-up and aftercare supports.
- **Update Permanent Supportive Housing property requirements and monitoring** to ensure that landlords comply with property standards (HQS/NSPIRE), while also ensuring that clients rights are protected in **Permanent Supportive Housing** units.
- **I don't believe these solutions are a priority for the Plan.**

Question 6 **Innovations: Permanent supportive housing.**

- **Advocate for changes to the LIHTC** (Low Income Housing Tax Credit) program to work more effectively with **Permanent Supportive Housing** and support tenants to increase income without the threat of displacement.
- **Advocate for more funding for Permanent Supportive Housing** – development, operations, and services.
- **Advocate for the CoC** to lean into the development of quality affordable housing units to meet the demand for units in our community, ensuring the quality of buildings/units, siting **Permanent Supportive Housing** in high-opportunity neighborhoods, and funding the rehabilitation of existing **Permanent Supportive Housing** units.
- **Build the network of Permanent Supportive Housing providers** to share best practices and develop a roadmap for **Permanent Supportive Housing** providers that organizes skill building trainings, standardizes landlord processes, and share best practices for appropriate level of care for clients.
- **Create and fund a program to assist landlords with making minor repairs** to units that can be dedicated for **Permanent Supportive Housing**. Program could also feature a training program where providers utilize skilled trades to come into units to make minor repairs.
- **Develop and fund new Permanent Supportive Housing** in high opportunity neighborhoods and amenities.
- **Implement cross training plan for property management and service providers** which address budgeting, organizational capacity, and management.
- **Strengthen coordination with Housing Choice Voucher program.** Intentionally house chronically homeless households with Housing Choice Vouchers to effectively create more beds or rental assistance to serve a higher volume of clientele. Using data to target "long stayers" in **Permanent Supportive Housing**, effectively target Moving Up vouchers in the community to support people to move from Permanent Supportive Housing into other permanent housing options.
- **I don't believe these solutions are a priority for the Plan.**

Question 7 Comments

Question 8 **Improvement: Vouchers, utility assistance & other financial assistance.**

- **Advocate for MSHDA and DHC to apply for FUP (Family Unification Program) and other special purpose vouchers.**
- **Improve and streamline workflows and processes** between MSHDA (Michigan State Housing Development Authority), DHC (Detroit Housing Commission), homelessness service providers, landlords, coordinated entry, and residents to speed up processing rental payments, ensure units are high quality, enhance communication to residents and landlords, ease paperwork submission challenges for residents, improve recertification processes, facilitate better data integration between HMIS and the voucher lists, and close services gaps. Identify opportunities to better meet the needs of various groups, such as seniors, English language learners, and youth.
- **Improve data collection** on actual lease ups for voucher holders. Evaluate pre- and post-lease up processes with voucher holders to make these processes more trauma informed. Analyze for disparities based on race, gender, disability, and LGBTQ+ status.
- **Improve partnerships with other community organizations** to connect voucher holders with additional case management, financial resources, homeownership, etc.
- **Negotiate with utility companies** to lower arrears for people who are experiencing homelessness.
- **Provide education about Detroit's anti-discrimination policy on public benefits** to people who have been pulled for a voucher. This statute could be used to prevent discrimination by landlords against voucher holders.
- **Provide financial incentives to landlords** to accept Housing Choice Vouchers and rehouse clients and get into compliance, such as risk mitigation funds or flexible funds for minor repairs.
- **Provide training for voucher holders and those on waitlists** about tenants' rights, financial literacy, budget training, and online MSHDA (Michigan State Housing Development Authority) portal.
- **I don't believe these solutions are a priority for the Plan.**

Question 9 **Innovation: Vouchers, utility assistance & other financial assistance.**

- **Advocate for better policies and more funding** that positively impact the voucher process, improve housing stability for voucher holders, and increase the availability of vouchers in Detroit.
- **Design and fund a flexible funding pilot for those who are pulled for a voucher.** This could test ways to improve voucher utilization and reduce time from homelessness to housing stability.
- **Design and fund supportive services for those who receive vouchers** to provide wraparound support for clients for up to six months after lease-up.
- **Develop and fund new staffing models to enhance housing navigation**, such as pairing voucher holders with housing counselors, and creating specific positions dedicated to housing navigation and rent negotiation.
- **Expand funding for housing navigation** and other programs that speed up lease up process for voucher holders who are homeless. Ensure these services are trauma-informed and designed to help people with disabilities.
- **I don't believe these solutions are a priority for the Plan.**

Question 10 Comments

Question 11 **Improvement: Affordable housing supply.** Please select up to 3 responses.

- **Alter zoning regulations** to allow for preserving and building more affordable, multifamily housing across the City of Detroit.
- **Connect households at risk of losing their homes with financial and navigation supports** to rehab programs and/or assist with delinquent taxes, etc., to remain housed.
- **Deepen income targeting requirements in City-funded or supported developments** to serve more lower-income Detroiters. A greater percentage of income-restricted units should be required, and the rents should be set at lower amounts and. Target and/or prioritize these housing opportunities to specific high-need populations, such as those with mental and physical disabilities, parenting grandparents, those who are pregnant, and households experiencing homelessness and/or domestic violence and human trafficking.
- **Improve coordination and collaboration** between homelessness and affordable housing staff in the City and CoC when reviewing and funding affordable housing proposals.
- **Improve partnerships with community resources and other systems.** This could include connection to the life skills training, mental health services and rehousing supports through the justice system and foster care.
- **Provide access to homeownership opportunities,** both through land bank homes and financing, for various underserved populations, such as residents experiencing homelessness, people fleeing domestic violence and human trafficking, people on fixed incomes, for Housing Choice Voucher subsidy holders, and other lower income residents.
- **Provide anti-discrimination and equity training** to developers, property managers, and landlords to eliminate discrimination based on race, gender, sexual orientation, and other protected classes.
- **Provide information and education for renters** about their legal rights and responsibilities as tenants, the eviction process and their rights during the process, the availability of affordable housing and the process to get into these units, source of income protections, Violence Against Women Act (VAWA) 2022 protections, etc. Support for those who struggle with literacy should be available.
- **Require improved practices in property management** for affordable housing properties receiving public funding or partnering with public agencies like the Michigan State Housing Development Authority or the Detroit Housing Commission.
- **I don't believe these solutions are a priority for the Plan.**

Question 12 Innovation: Affordable housing supply. Please select one or two responses.

- **Advocate for new state policies that better protect renters** from displacement, unreasonable rent increases, lease termination without just cause, credit and eviction reporting protections, sealing eviction records, opportunities for expungement, and from discrimination in the housing search process. This could include allowing the City of Detroit to pass rent control regulations.
- **Develop and fund models for shared housing** that enable roommates to have individual leases.
- **Establish and fund direct cash transfer programs** that could help residents cover housing costs.
- **Establish rent to own programs** within the CoC.
- **Explore and pilot innovative housing models** to increase supply, including shared housing with individual leases, host homes, using school buildings and commercial spaces, and housing opportunities for specific underserved populations.
- **Pilot use of alternative lending and flexible funding programs** to support renting and home buying costs.
- **I don't believe these solutions are a priority for the Plan.**

Question 13 **Comments**

Question 14 **Improvement: Housing navigation & landlord engagement.** Please select up to 3 responses.

- **Create a CoC landlord engagement strategy**, including the addition of a landlord/developer board position to unify system and assist with advocacy for community needs and increasing landlord/developer buy-in for working with CoC clients.
- **Create shared definition of housing navigation** for shelters, outreach, CAM, and permanent housing programs. Discussion of scaling up housing navigation highlights the need for consistent communication and alignment of navigation supports at every point that a client engages with the homelessness response system.
- **Foster improved system integration** to connect clients and staff supporting clients in housing search not only to available units, but also to agencies and city departments that provide additional wraparound supports to enhance overall effectiveness of homelessness response system.
- **Investigate impact of CoC requirement to be accepted to shelter prior to finding housing**, as it can disproportionately impact sub-populations of clients (i.e., those with medical needs, disabilities, etc.). Revise as needed.
- **Pre-inspect units prior to being shared with clients.** Engage with independent contractors to carry out inspections to ensure clients do not need to wait for repairs to be made prior to lease-up.
- **Provide more information to people who are awaiting housing placement.** In addition to voucher briefing, additional information should be provided to clients including FAQ's, notice of client rights, as well as utilization of quality assurance surveys to consistently monitor client experience and issues needing attention.
- **Support integration of BSEEDS rental registration and compliance certification** data with any current affordable housing listings to foster accountability and transparency.
- **Unify standards for budget lines and program capabilities, including navigation support**, across all permanent housing programs to ensure that expectations and barriers are mediated uniformly.
- **I don't believe these solutions are a priority for the Plan.**

Question 15 **Innovation: Housing navigation & landlord engagement.** Please select one or two responses.

- **Launch social media campaign** to spread awareness for those who experience/have experienced homeless to increase community buy-in in creating solutions.
- **Integrate incentives and requirements for demo contractors** in acquiring blight removal contracts to include connecting people living in non-habitable acquired units to the CES/CAM or to street outreach. Provide housing navigation supports to these referrals.
- **Build a multi-disciplinary coalition** of housing commissions, housing navigators, developers, landlords, housing inspectors, and others to engage in collaborative system alignment, information sharing and goal setting.
- **Identify necessary training needs and build training program for landlords** to educate new and existing landlords on intricacies of housing programs and voucher programs, as well as the benefits of being involved in these programs.
- **I don't believe these solutions are a priority for the Plan.**

Question 16 **Comments**

Question 17 Improvement: Integrating access to all types of supports. Please select up to 3 responses.

- **Address and prioritize increased accessibility** of childcare resources paired with mental health support and case management for children experiencing the homelessness response system.
- **Create linkages to literacy education, job supports and other life skills** building resources for clients to access.
- **Expand partnership with Detroit at Work** to include the entire homelessness response system, while also supporting individuals pursuing income maximization.
- **Further integrate and prioritize trauma informed care and practices** into the homelessness response system, as well as cross-collaborative system partners.
- **Increase access to transparent system level data shared amongst system partners.**
Advocacy should be pursued to access state level HMIS data to screen more households for chronicity, or who may have been homeless or displaced from other geographical areas.
- **Integrate referrals from the schools and their McKinney-Vento Act programs and staff** into current CES processes and increase access to academic supports for homeless children.
- **Leverage HMIS data to identify individuals in the system who are close to reaching length of time eligibility** to ensure a more immediate response to chronic homelessness and reduce time spent in shelter while ensuring access to appropriate resources.
- **Strengthen existing partnerships with mental health service providers**, as well as pursue new partnerships with provider to ensure access to resources for individuals experiencing homelessness. Address how we are leveraging Medicaid for this population and these services.
- **Utilize HMIS data throughout the system** including case consultation and system data improvements (HMD, chronic homelessness, etc.).
- **I don't believe these solutions are a priority for the Plan.**

Question 18 Innovation: Integrating access to all types of supports. Please select up to 3 responses.

- **Convene Detroit-based advocacy collective** that pursues legal avenues to address funding gaps, mandates for system partners, intersectional issues related to housing and healthcare, tenant rights and other related topics.
- **Create a Universal Release of Information (ROI)** for medical providers and homelessness service providers and law enforcement to ensure better service delivery and coordination.
- **Develop and maintain a dashboard for system integrated referrals** (connection to community partners such as education, employment, domestic violence/human trafficking/sexual assault supports, and culturally specific supports, etc.).
- **Establish a unified/universal process for warm handoffs** (in both directions) between the homelessness response system and other major systems of care (medical, employment, criminal justice, child welfare, mental health, etc.) in which providers can make direct connections between our system and others. This would minimize the ways these systems operate as silos and lessen the burden clients face to navigate these systems separately and on their own.
- **Identify and develop services related to substance use/misuse** that go beyond traditional services (i.e., abstinence, faith based, etc.), and add more tangible harm reduction strategies to services available.
- **Integrate access to alternative housing opportunities** including Adult Foster Care (AFC), assisted living, master leases, and homeownership programs.
- **Redefine CoC Board** seats to ensure engagement of other system partners, sectors, and industries to create true partnerships which will provide more resources to clients.

- **Strengthen partnership with the legal system.** Ensure those who are released from long term incarceration don't face additional barriers when obtaining affordable housing. Address need for partnerships with legal programs that assist with eviction prevention, diversion, SSI/SSDI income, and other issues.
- **I don't believe these solutions are a priority for the Plan.**

Question 19 **Comments**

Question 20 **Improvements that affect and cut across all or most aspects** of rehousing and housing supply. Please select up to 3 responses.

- **Conduct a system wide study of current wages/benefits and develop a strategy to increase wages/benefits to be more equitable.** This would reduce staff turnover, reduce staff vacancies, and improve resident experiences and outcomes.
- **Coordinate with older LIHTC housing projects** - owner, lead service provider, and property management co - that have project-based HCVs but are not taking unit referrals from CAM. Utilizing advocacy effort, education, and coordination with MSHDA we could increase the number of deeply affordable units available to our community.
- **Develop housing strategies and resources for those experiencing homelessness but are not in shelters.** This would include those who are unsheltered as well as those who are couch-surfing, living in abandoned buildings, etc.
- **Implement advocacy strategy** to engage with city, state and federal representatives around tenant rights, increased funding, and other related topics. Advocate for more funding for the homelessness response system.
- **Improve engagement and decision-making by people with lived experience of homelessness** to inform program design, funding decision, program monitoring, etc. to improve the overall rehousing system and the programs within the system.
- **Outline process to ensure that landlords and property management companies are vetted and registered** by the City of Detroit as certified rental properties.
- **Revise CAM housing assessment tool** for assessing clients eligible for Rapid Rehousing, Permanent Supportive Housing, and Housing Choice Vouchers to be more individualized, and client centered.
- **Develop standardized landlord incentives** to encourage landlords to work more with homelessness response system, including renting to voucher holders, accepting applicants with eviction histories, poor credit, or justice engagement, and accepting short term leases.
- **I don't believe these solutions are a priority for the Plan.**

Question 21 **Innovations that affect and cut across all or most aspects** of rehousing and housing supply. Please select up to 3 responses.

- **Advocate to change how the federal government calculates the Area Median Income** to be based on the City of Detroit (excluding other areas of Wayne County).
- **Advocate with City/State to offer tax breaks to landlords** who participate in Rapid Rehousing, Permanent Supportive Housing, and Housing Choice Vouchers, or other housing programs that are coordinated through the homelessness response system.
- **Build new deeply affordable rental housing,** especially units that have rents are affordable to households earning less than the City of Detroit's median income.
- **Collaborate with landlords and create an engagement strategy** that focuses on reducing terminations and evictions, provides landlords incentives for participation, and assists landlords with expungements. Provide education to landlords and developers on benefits of working with homelessness response system.
- **Consolidate backbone functions related to** Rapid Rehousing and Permanent Supportive Housing, such as landlord engagement and paying landlords, so that this work is done

centrally by one team and Rapid Rehousing, Permanent Supportive Housing agencies are freed up to focus on helping clients.

- **Create and publish accountability report cards** on landlords that flag properties that have high eviction rates, fail to meet building standards or inspection requirements, comply with rental registration, etc.
- **Develop housing database** to identify, capture and share available projects, units and landlords that are available to clients. Create shared system for housing authorities to share landlords who participate and rent to voucher program participants to increase housing opportunities to the larger community.
- **Fund and create a free furniture bank.** This could be accessed by households who are exiting homelessness into housing.
- **Fund and create landlord incentive programs** for participating in the Rapid Rehousing, Permanent Supportive Housing, and Housing Choice Vouchers, or other housing programs that are coordinated through the homelessness response system, such as funds for minor repairs to improve unit before move-in, risk mitigation funds to cover costs of tenant damages, double security deposits, etc.
- **Fund and create participant flex funds** to support move in costs, furniture, and other household needs for those participating in the Rapid Rehousing, Permanent Supportive Housing, and Housing Choice Vouchers or other housing programs that are coordinated through the homelessness response system.
- **Preserve and improve the supply of rental housing that is truly affordable** to Detroit residents, especially units that have rents are affordable to households earning less than the City of Detroit's median income.
- **I don't believe these solutions are a priority for the Plan.**

Question 22 **Comments**

Question 23 **What would success look like or how should we measure success?** [short answer]

Question 24 **What community partners should lead this work?** [short answer]

Question 25 **What community partners and resources should also be engaged?** [short answer]

Question 26 **Anything else you would like to share with the Planning Team?** [short answer]

Section 3: About You

We are committed to providing a chance for all community members to participate in the Strategic System Improvement Plan. We would like to understand something about the community members who participated in this survey so the Planning Team would appreciate your answers to these additional questions. All responses will be confidential and only aggregated data and anonymous comments will be shared.

Question 27 **In what ways do you participate in the homelessness response system?** [select all that apply]

- Person with lived experience of homelessness within Detroit
- Service providers

- Shelter providers
- Housing providers
- Community leaders
- HAND and HRD staff
- CoC member
- Advocate
- Other
- Prefer not to answer

Question 28 What is your age? [categories]

Question 29 What is your gender identity?

- Female
- Male
- Trans Female
- Trans Male
- Non-Binary or Gender Non-confirming (I.e., not exclusively male or female)
- Prefer not to answer

Question 30 Which of the following best represents how you think about yourself?

- Straight (or heterosexual)
- Gay/Lesbian
- Bisexual
- Asexual
- Pansexual
- Questioning/Unsure
- Other
- Prefer not to answer

Question 31 What is your racial Identity? (you may select more than one).

- White
- Black or African American
- Asian
- American Indian or Alaskan native
- Native Hawaiian or other Pacific Islander
- Hispanic/Latino

- Other
- Don't know
- Prefer not to answer

Question 32 Are you a person living with a disability?

- Yes
- No
- Prefer not to answer

Question 33 How would you rate your participation in the Community Planning Sessions held during November?

- Very Satisfied
- Somewhat Satisfied
- Neutral
- Somewhat Dissatisfied
- Very Dissatisfied
- Prefer Not to Answer
- I was unable to participate

Question 34 Anything else you would like to share about you and your experience participating in the virtual community planning sessions? [short answer]

Thank you!